

**Executive MBA:** ACCA40519: Strategic Change and Consultancy

**Consultancy Report:** Community Hubs in Nottingham City Council Area 5; a route to successful strategic change

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Community Hubs in  
 Nottingham City  
 Council Area 5

A route to successful strategic  
 change



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## Executive Summary

Community Hubs provide services that local people need, they are led and run by the community and are open and accessible to everyone. There is no one set model for what a Community Hub should look like or how it should operate. They are as diverse as the communities in which they exist; the commonality is that they provide activities and services which address community needs.

In response to the Covid-19 pandemic Nottingham City Council (NCC) implemented a 'cluster model' based around seven Area Partnerships with the aim of providing dedicated support to communities to promote rapid recovery. Community Hubs can play a pivotal role in delivering priorities within the areas by helping to reframe the relationships between the public, voluntary, faith and private sectors; reshaping the way services are provided by removing barriers and exploring opportunities for partnership working.

Within Area 5 there exists a plethora of initiatives and a range of partners covering all sectors, offering a diversity of services and activities in the community. If this were corralled within the concept of a Community Hub, significant potential exists to reduce silo working and leverage additional resources to address residents' needs.

The report concludes that Community Hubs should be implemented as a priority in Area 5, to deliver the outcome of sustainable, resilient communities where people want to live. The hubs should implement a Partnership Operating Model and extend the '**JUST ASK**' framework. Finally, a practical action plan promoting communication and engagement is included.



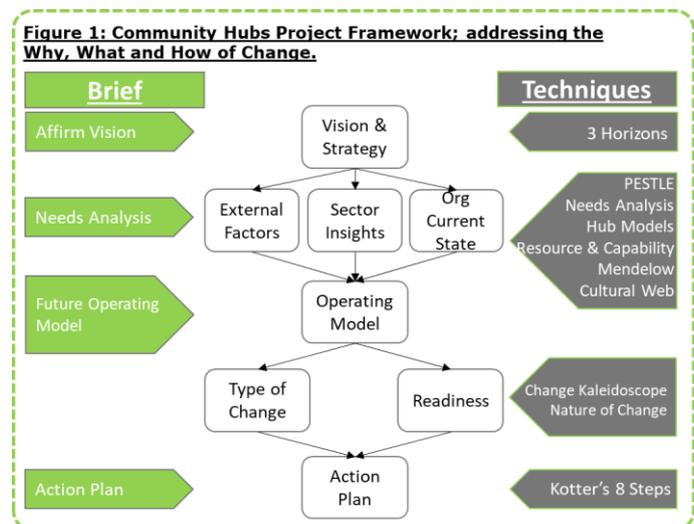
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## Introduction

Recognising the context specific nature of change (Balogun and Hope-Hailey 2016), this report follows a logical process to address the 'Why?', 'What?' and 'How?' of strategic change for Nottingham City Council (NCC). Taking an outside-in approach it understands the organisation's context and culture, then applies that knowledge to evaluate potential Operating Models for the Community Hub vision before leveraging established techniques to evaluate NCC's readiness for change and to develop an action plan.



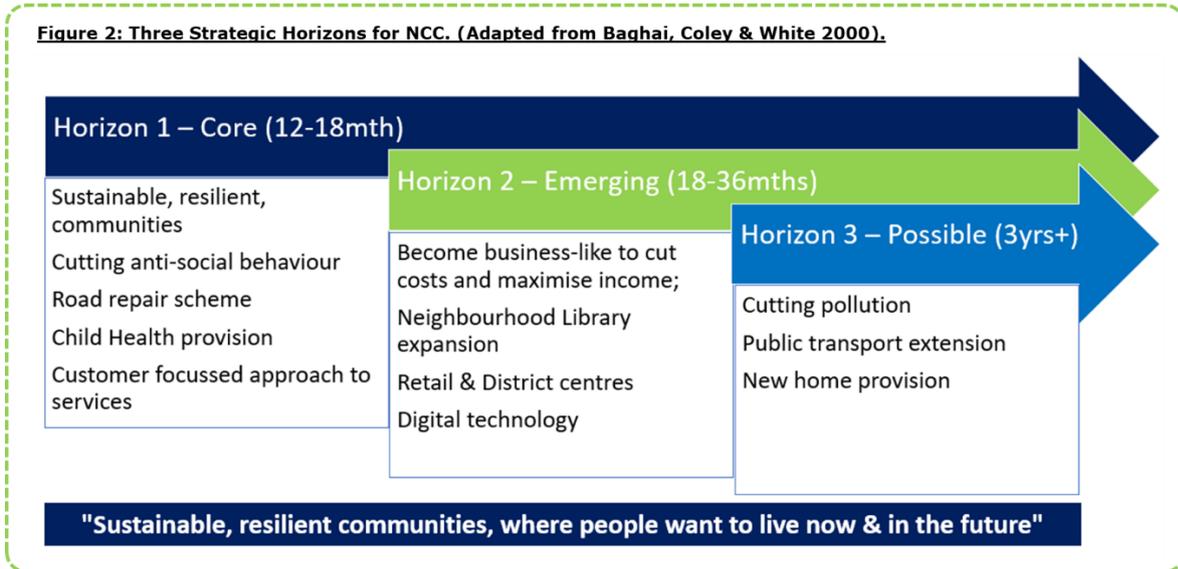
## Strategy & Vision

Strategy is defined as the long-term direction of an organisation (Johnson, Scholes and Whittington 2008). The Three-Horizons framework suggests organisations should think of themselves as comprising three phases of activity, defined by 'horizons' in terms of time (Johnson et al. 2017):

- Horizon 1 – continuously defending and extending existing services
- Horizon 2 – emerging activities providing new levels of service
- Horizon 3 – the creation of new future service options

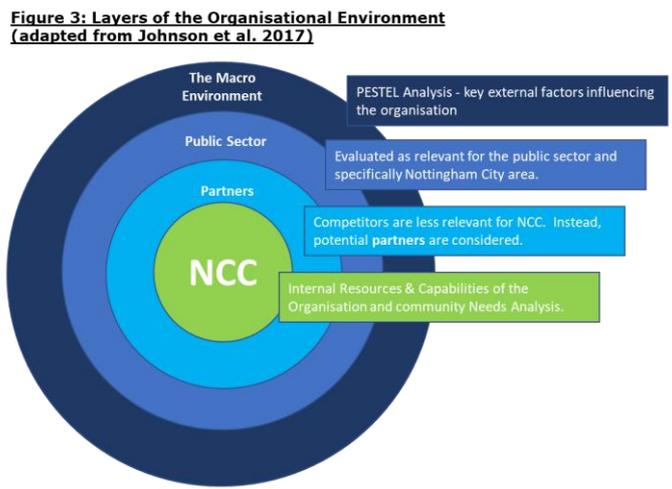
Strategy development involves reviewing all Horizons simultaneously. Application of the model to review the strategic importance of Community Hubs (Figure 2) places Area 5 in Horizon 1, with the time-frame bounded by the current funding cycle. The focus is extension of current provision, working towards a vision of "Sustainable, resilient communities, where people want to live now and in the future" (Iqbal 2020). In Horizon 2 and beyond the vision is to expand **JUST ASK** Community Hubs across the City, County and Country. (Searle 2020).

**Figure 2: Three Strategic Horizons for NCC. (Adapted from Baghai, Coley & White 2000).**



## Drivers for Creation of Community Hubs

Analysis of an organisation’s current state, in the context of the external environment enables the identification of drivers for change and their influence on the organisation.



## The Changing External Landscape

A PESTEL (Political, Economic, Social, Technological, Environmental, Social) analysis (Johnson et al. 2017) was conducted and is detailed in Appendix 1. However, the PESTEL analysis alone doesn’t indicate how the factors identified change over time, relate to the local organisation (Yuksel 2012) or whether they have a positive or negative impact.

The external factors most relevant for NCC were identified and categorised as opportunities or threats to their vision and operations (Figure 4).

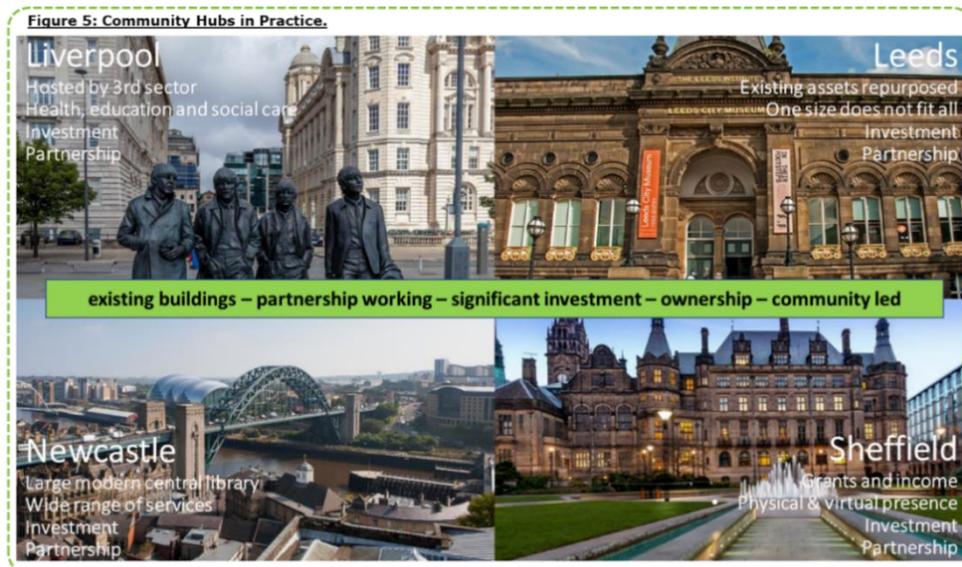
**Figure 4: Scenario Trend Analysis applied to relevant external factors influencing NCC activities (adapted from Johnson et al. 2016. Burt et al. 2006)**

<u>Opportunities</u>			<u>Threats</u>	
Period of stable local government	↑	<b>P</b>	Frequency of regulatory change	↔
New potential sources of funding available	↔	<b>E</b>	Unemployment increases Public budgets reduced	↓
Community cohesion increases	↔	<b>S</b>	Isolation & loneliness Mental & physical health implications	↓
Digital adoption for communication and access to services	↑	<b>T</b>	Digitisation results in exclusion of non-connected individuals or communities	↔

Recognising the external landscape’s intrinsic uncertainty (Burt et al. 2007), a Scenario Analysis (Appendix 2) was undertaken to inform the recommendations. Based on the factors identified (Figure 4) it is determined that whilst NCC can expect to maintain a stable leadership for the medium to long term, it will be operating in a period of volatility caused by frequent regulatory change in response to peaks in Covid-19 outbreaks at least into 2021. NCC is already anticipating that its budgets will be further reduced and consistent with other public service organisations should expect that demand on its services will continue to grow as a result of ongoing health implications and raised unemployment (BBC 2020) resulting from the pandemic.

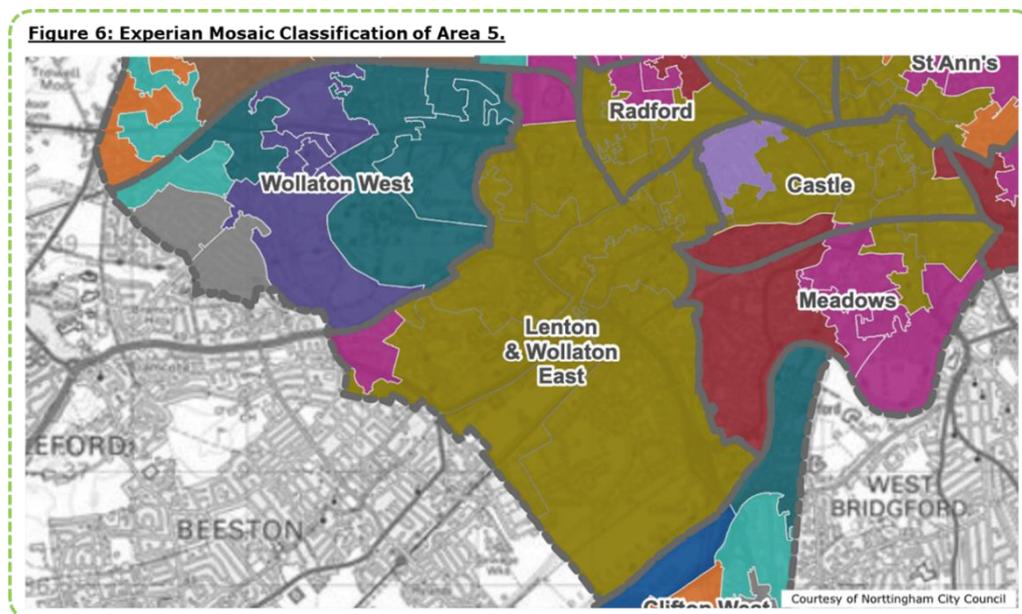
### Community Hub Models in Other Cities

Large cities including Newcastle (Newcastle City Council 2020), Sheffield (Firvale Community Hub 2020), Leeds (Murray and Moore 2019) and Liverpool (Liverpool CAHMS 2020) have successfully implemented Community Hubs using either a localised or centralised model depending on need and infrastructure (Appendix 3). All provide a range of services signposting individuals according to need. The Sheffield Hub operates as a charity and registered company generating a profit. Although they have different operational models, they have all benefited from investment and bring together key stakeholders, working as a bridge between different sectors, removing silo working and barriers whilst delivering good value for money.



## Community Needs Analysis

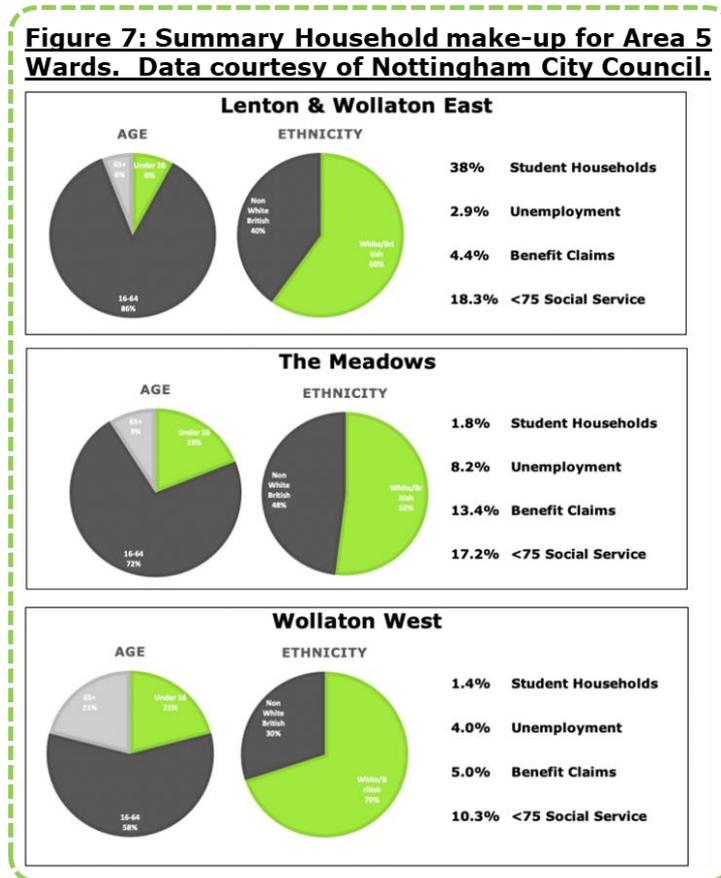
For Community Hubs to be successful they should be influenced by their founding members (MyCommunity 2017), clearly identifying and understanding the issues that matter to local people.



Community Hubs in Area 5 need to reflect the characteristics of the areas they serve. Area 5 consists of Wollaton West, Lenton & Wollaton East and Meadows representing 50,000 residents from 18,000 households. There are distinct characteristics, but also a good deal of commonality:

- Lenton & Wollaton East and Meadows are characterised by residents who are young, have limited financial resources, predominately renting, living in social housing.

- Wollaton West is very different; characterised by residents who are established, elderly, live in families, live comfortable lives.



More detail is located in Appendix 5.

Whilst the residents display a range of characteristics, the stakeholder survey conducted recently, garnered 15 returns, a response rate of 35% (Appendix 5) and was unanimous that the priorities for the area should be:

1. Mental Health
2. Isolation & Loneliness
3. Food Poverty

**Figure 8: Stakeholder Group Priorities, based on Survey Nov 2020. Raw data courtesy of NCC.**

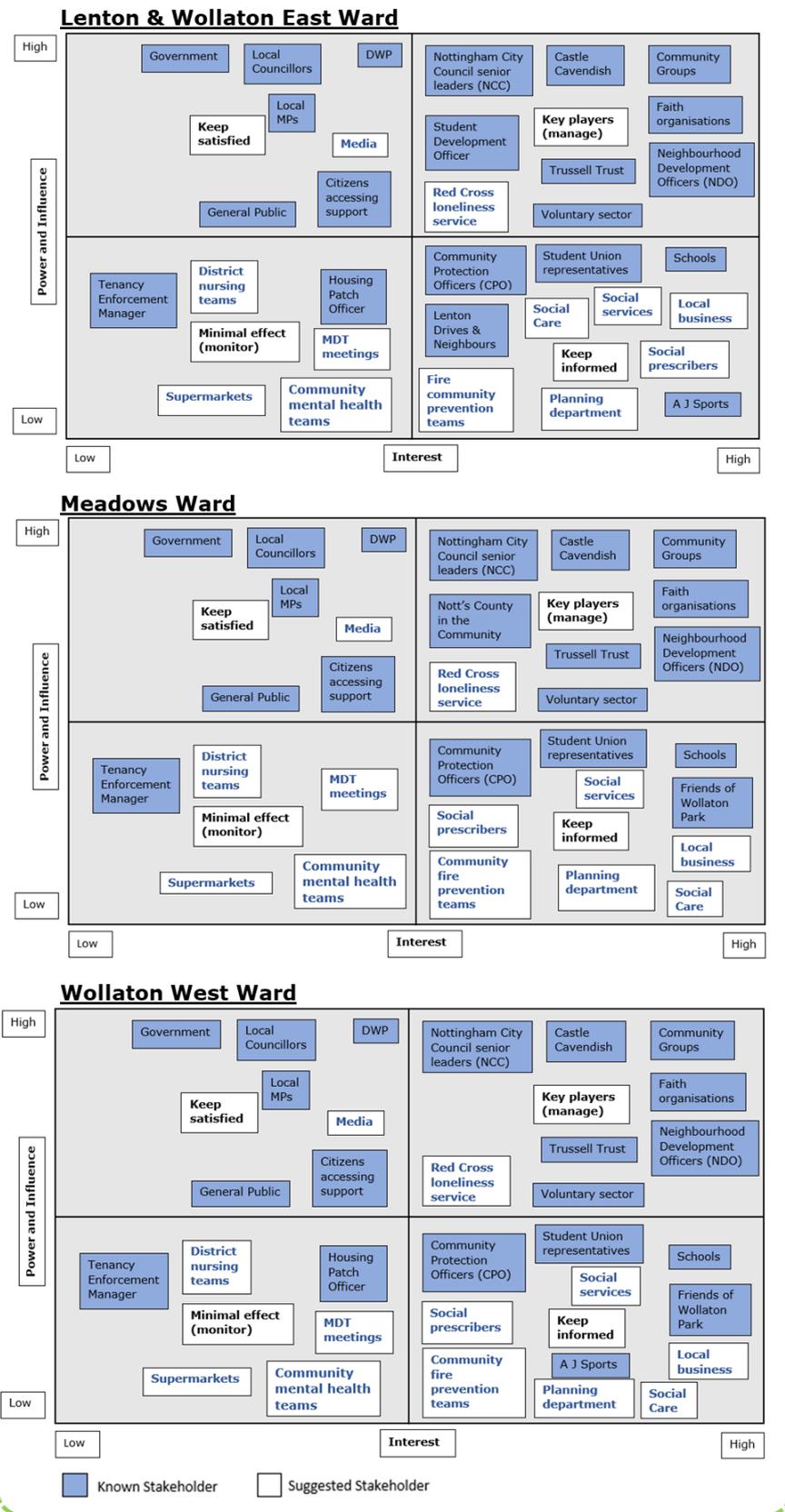
Overall	
1	Mental Health
2	Isolation / Loneliness
3	Food Poverty
4	Employment
5	Benefits / Welfare Rights
6	Housing
7	Volunteering
8	Digital Inclusion

Using a weighted scale there was clear distance between these 3 priorities and the others listed in Figure 8.

However, there was only one response from Lenton & Wollaton East, therefore additional engagement is recommended.

# Key Stakeholder Analysis

**Figure 9: Stakeholders grouped by Ward. Mapped in Mendelow's Matrix (see Martirosyan and Vashakmadze 2014, pp.2-3)**



Stakeholder contacts were shared with the team (Appendix 6) and split geographically into three wards. A critical analysis was undertaken applying Mendelow's matrix (see Martirosyan and Vashakmadze 2014, pp. 2-3), shown in Figure 9 above. The analysis, assessing stakeholders' power, influence and levels of interest, suggests that key players are being engaged with.

Positive relationships exist with current stakeholders across all three wards. However, further partnerships with internal and external organisations could be explored to generate additional support (Appendix 6).

Collaborations could be sought with NHS district nursing teams and social prescribers to gain insight into support available. Furthermore, space could be utilised within their buildings, as demonstrated in other cities (Liverpool CAMHS 2020; Murray and Moore 2019).

Walgreens Boots Alliance, a multinational organisation with its roots in Nottingham, has donated £10m to organisations across the county (The Boots Company PLC 2020) and may allocate funds to support community initiatives.

Departments within the council should take a collaborative approach; for example, Planning teams could influence utilisation of Section 106 agreements, whereby regeneration or building of Community Hubs could be supported.

The analysis demonstrates that engagement of additional stakeholders could unlock alternative funding opportunities to complement the ambition within NCC (Henry 2020; Searle 2020; Simpson 2020).

## Internal Context of the Organisation

### Resources and Capabilities

Analysis of NCC's resources and capabilities was carried out to identify assets that could be deployed and the best way to use them (Whittington et al. 2020). Although resources are important, how they are used, particularly in times of austerity, is fundamental for the long-term success of Hubs.

An overview of the Resources and Capabilities considered is located in Appendix 7 and existing community assets identified within Area 5 are listed in Appendix 8.

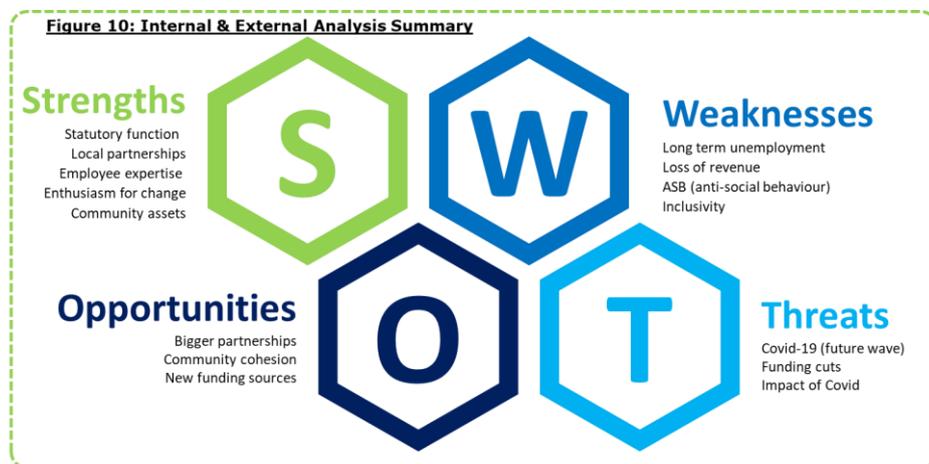
It is suggested that as quick wins:

- Physical assets (buildings) such as libraries and leisure centres, currently closed due to Covid-19 could be re-opened and repurposed

- Human resources (existing employees) not able to work due to building closures could be re-deployed to support the start-up of Hubs. This could also extend to wider staffing groups
- Financial assets are a real challenge. However, partnership working with the private sector as stated in NCC’s 5-year plan (NCC 2019) could raise vital funds to be invested into communities

NCC would benefit from identifying resources at the threshold level (Whittington 2020) to support the viability of the Hubs.

## Landscape Analysis Summary



It is acknowledged that there are challenges ahead. However, proceeding with Community Hubs is recommended based on the Needs Analysis. An insight into organisational weaknesses and threats to the project is important, but there are many strengths and opportunities to capitalise on. For example, as a statutory function, the service cannot be disbanded. Also, there are various private sector organisations in the area that can be called upon for support. There is great talent and enthusiasm within the team, but the direction needs to be set.

## Organisational Culture

Although leading researchers have argued that culture is difficult to define (Cole and Kelly 2019) it is important that NCC understand the culture they currently have and the culture they need to implement the change, as this impacts directly on staff (Whittington 2020).

The cultural web (Appendix 9) is a powerful tool to help NCC understand these points, which can then be used to shape the change. It can be used to identify the different elements used to describe and later influence change (Cole and Kelly 2019). At the centre of the web, stereotypical assumptions around local government can be identified which may directly influence embedded operational models and characters who are barriers to change as well as the early adopters (Rogers 2003) who will ultimately enable change.

It supports NCC to establish a position of power and leadership by changing stereotypical assumptions whilst building a narrative built on best practice for problem solving (Cole and Kelly 2019). It can empower individuals to embrace external challenges, shape their approach and attitude towards change and generate a renewed enthusiasm. Local government have endured over 10 years of continuous budget cuts (Institute for Government 2019), resulting in continuous cycles of change that can be demoralising to staff and service users if not managed carefully.

## Organisational Characteristics

**Figure 11: NCC's Corporate Logo**  
Courtesy of NCC



Key to successful implementation and sustainability of the Community Hubs, is the organisation's behaviour and the characteristics it displays. The qualities that will drive change within the organisation have been identified (Appendix 10).

The organisation needs to be **passionate** about the hubs, and by doing so they will **engage** members of the community, volunteers and their peers. NCC need to be the **catalyst** and **conduit** for change, whilst maintaining **enthusiasm** that is **realistic** and demonstrates **knowledge** of the issues residents face within their communities.

These characteristics are already present within the organisation and demonstrate alignment to NCC's mission (Figure 11).

## Target Operating Model

Four Target Operating Model options were considered, with the features of each detailed in Appendix 11:

1. No Community Hubs ('Do Nothing' scenario)
2. NCC wholly own and operate the Hubs
3. **Partnership Model** with both parties invested
4. Wholly commission the Hubs to a third party

The 'Do Nothing' scenario was ruled out based on the needs analysis and evidence heard at the Area Partnership meeting on 10<sup>th</sup> November, demonstrating need for the service.

Successful partnership and commissioned models have been observed in other cities. Considering NCC's current circumstances, existing relationships and funding cycle position, in the near term (Horizon One) working with partners to implement the Community Hubs would deliver the best outcome. This is closely aligned with the model observed in other parts of Nottingham City.

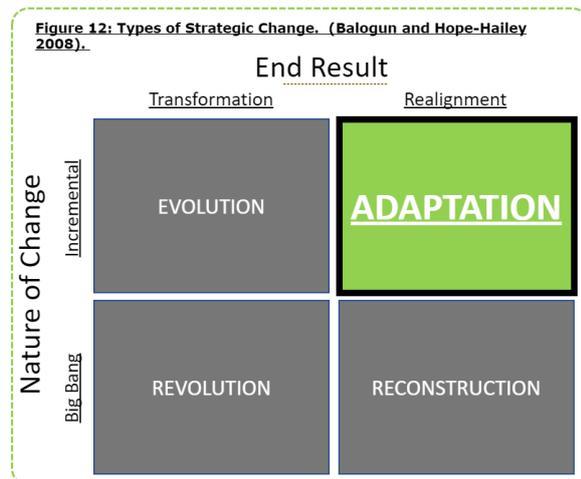
The option to wholly commission the service in future should not be discounted. However, for the near term this report recommends a Partnership Model.

## Embarking on Successful Change

### Type of Change

The recommended Community Hub Operating model can be positioned as an **adaptive** change for the organisation, this is consistent with the Horizon 1 strategic position of extending existing services.

This categorisation is important because it can be considered as incremental change, rather than an intimidating transformation that might meet with resistance.



Replicating the '**JUST ASK**' model, that has been successfully implemented in other areas creates an opportunity to celebrate early successes and secure further support.

## Readiness for Change

The change Kaleidoscope (Balogun and Hope-Hailey 2016) provides a framework for creating an environment conducive to change, which can be used from the outset of a change programme to support readiness.

The Kaleidoscope for Area 5's Community Hubs project is included in full in Appendix 12, with key points discussed here.

Working in sequence, the identification of a figurehead who holds the **power** and influence to

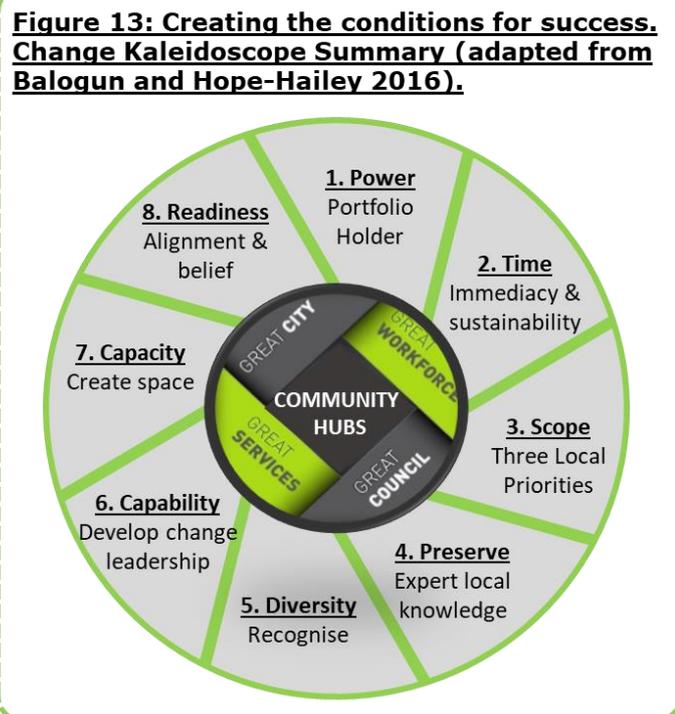
mobilise resources and remove impediments is key. It is recommended that the Portfolio Holder would be right for this role and they will be critical to the ongoing success of the project.

In common with Kotter (2012), the need for immediacy is recognised. It is therefore recommended that a focussed **scope** be agreed forthwith. This should align to the unanimously agreed priorities for Area 5 mentioned previously; Mental Health, Isolation and Loneliness and Food Poverty.

At the Area Committee meeting on 10<sup>th</sup> November the members agreed these are issues on which they can make a difference at a local level. This focussed scope provides an opportunity to achieve quick wins and demonstrate early success.

A change leadership **capability** should be added to the Neighbourhood team to guide the change, thus ensuring a successful transition. It will also be essential to create **capacity** within the team, alleviating some of the day-to-day operational pressures and empowering the team members to commit to the success of the change.

There are many linkages between the Change Kaleidoscope and Kotter's 8-Steps of Change. Accordingly, a practical approach to the application of this tool would be to revisit it at key stage gates as the project moves through the eight steps. Utilising the Kaleidoscope to assure readiness will create the conditions to ensure success at each step.



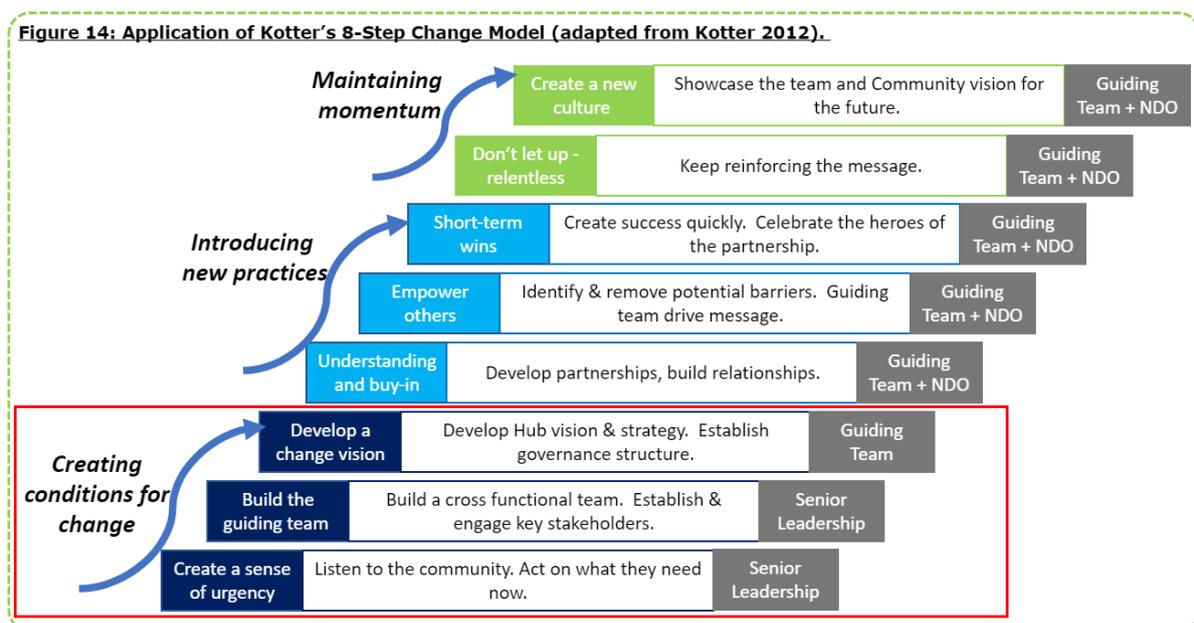
## Change Steps

In order to serve the community better and deliver value from precious resources, it is important to create a movement for change, driven by senior leadership.

There are likely to be obstacles to the delivery of such a change. Kotter (2017) describes an eight step process for successful change and for overcoming the key reasons that change fails. He advises that skipping steps in the process creates only an illusion of speed, and never the desired outcome.

The model offers a tried and tested methodology to execute the Community Hubs initiative. By handling the challenge of change well and avoiding the temptation to bypass steps, Community Hubs can prosper.

The model's application in full is shown in Appendix 13, with steps one to three discussed in more detail below, as this is where Area 5 need to invest time now. For NCC's hierarchical structure, it is recommended to apply the steps in sequence rather than in parallel.



The first step is to create a sense of urgency, harnessing the focus brought about by Covid-19, helping others to understand the need for change and what the future looks like with open and honest dialogue.

The next step is to recognise that change cannot be brought about by one person; it needs a strong team to lead the process. This 'change coalition' should act to defuse any tension and to build momentum for change.

Step three will build on the neighbourhood development strategy to provide services that people need and are able to use, irrespective of income or background (NCC 2018). Investing time and effort to establish the vision creates strong foundations for the change. Kotter states (2012, p.82) that from his experience "developing a vision is an exercise of both the head and the heart, it takes some time, it always involves a group of people, and it is tough to do well".

## Action Plan

The action plan (Appendix 12) proposes steps to be completed within the first eight weeks. Starting with the creation of the vision for Community Hubs with the Portfolio Holder, then sharing the vision internally, bringing on board those who will champion the change. Everyone should know what '**JUST ASK**' is.

In the following weeks, the stakeholders, potential locations, people and funding streams are identified and mapped. A detailed engagement plan is created and a structured meeting schedule is planned with allocated roles. The feasibility of repurposing the resources is evaluated, including in the current context the ability to be Covid-safe (Boyd 2020).

The plan is both achievable and creates a repeatable template for change. It promotes action, engagement, communication and best use of valuable resources.

Having completed the action plan the team will be ready for change and to move confidently to the next stage.

## Conclusion

The evidence demonstrates that Community Hubs are the right approach. NCC have the '**JUST ASK**' brand in Area 3 which can be adopted and expanded across all Areas.

As seen in other cities a collaborative approach works well. Moreover, by pursuing this model a true partnership is created allowing for all organisations to play to their strengths to achieve the Community Hub goal.

Readiness for change is key, by utilising the recommended action plan NCC can prepare the organisation for success, allowing themselves to take the first step in the right

direction. The action plan will need to be developed to create a roadmap for NCC to sustain the change using the stages in Kotter's (2012) 8-Step approach.

Communication is critical to the success of the Community Hubs. NCC must communicate what they are doing and why, with clear time scales and accountability.

Celebrating successes, however small, will ensure that people within the Council and beyond know what NCC is doing to create sustainable, resilient communities where people want to live now and in the future.



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# Appendices

## Appendix 1: PESTEL Analysis

Analysis of the macro-level landscape resulting from Covid-19 pandemic.

Adapted from Johnson et al. 2017.

Contents compiled from consultants' knowledge of multiple media and industry reports.

Political	Economic	Socio-cultural
<ul style="list-style-type: none"> <li>Government approval, legitimacy &amp; authority. <b>Next election 2023</b>.</li> <li>NHS appreciation &amp; relationship</li> <li><b>Regulatory change frequency</b></li> <li>Variation across nation(s)</li> <li>Expectations of Pharmacists</li> <li>Globalisation vs localisation</li> <li>Polarised views, fake news, distrust</li> <li>Anti-racism protests #BLM</li> </ul>	<ul style="list-style-type: none"> <li>Recession, <b>unemployment</b>, changed spending patterns</li> <li><b>National / Public budgets dismantled</b>, debt increased</li> <li>Disparity btw 'well off' and 'less well off' grows</li> <li>Volatility in global markets</li> <li>Major high street changes</li> <li>New business/service models emerge</li> </ul>	<ul style="list-style-type: none"> <li>Social distancing/PPE – need to feel safe</li> <li>Changed spending habits</li> <li>Online shopping &amp; home delivery</li> <li><b>Community</b>; actual or virtual</li> <li>Shoppers staying local</li> <li>Healthcare access changes</li> <li>Long term health implications</li> <li>Reduced travel</li> <li>Work and home converge</li> <li><b>Isolation</b></li> </ul>
Technological	Environmental	Legal
<ul style="list-style-type: none"> <li>Shift to <b>digital</b> in all aspects of life</li> <li>Automation</li> <li>Digital companies are winning</li> <li>Pressure on supply chains &amp; supporting technology</li> <li>Tech for good</li> <li>Data, data, data</li> <li>Track &amp; trace - data collection</li> <li>Accessibility / exclusion</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness</li> <li>Sustainability agenda</li> <li>Conscious consumerism</li> <li>PPE disposal</li> <li>Reduced travel / commuting</li> <li>Pollution decreased</li> <li>Increased packaging &amp; transportation for home delivery</li> </ul>	<ul style="list-style-type: none"> <li>Emergency measures introduced globally</li> <li><b>Frequent changes in advice &amp; regulations</b></li> <li>Brexit clock ticking</li> <li>NHS contracts changing</li> <li>Legalities vs. employer policy re. duty of care, work place attendance, sick pay</li> </ul>

## Appendix 2: Scenario Analysis

Focused on priority themes emerging from PESTEL analysis.

Most likely outcome highlighted in green and least likely in red.

Adapted from Burt et al. 2007

	Optimistic Case Scenario	Reasonable Case Scenario	Pessimistic Case Scenario	Likely outcome
<b>(P) Stable Local Government</b>	Multi-term local government	Current local government runs to term	Early election	History tells us that there will be medium to long term stability of local government.
<b>(P) Frequent regulatory changes</b>	Ongoing during 2020 only	Expected to be ongoing throughout 2021	Continuation through 2022-2023 and even beyond	Frequent regulatory changes and restrictions on mixing & activities expected to last at least throughout 2021.
<b>(E) New sources of</b>	Significant funding available	Small pockets of funding available	No funding at all available	Funding will be available. However, it will be limited and

<b>funding available</b>				competition for access to it will be intense.
<b>(E) Unemployment</b>	Returns to pre-Covid levels in the short term (2021)	Plateau at current levels for the short to medium term	Gets worse before it gets better. Remains high for the medium term.	A deep and lengthy recession is likely to result in high unemployment for the medium term.
<b>(E) Public Budgets</b>	Increase to support new needs	Plateau at current levels	Further cuts in this and future years	Public budgets are anticipated to be squeezed for many years to come.
<b>(S) Community Cohesion</b>	Continues to increase	Plateaus at current level	Reverts to pre-pandemic levels	
<b>(S) Health implications</b>	Quick recovery		Long lasting	Implications on the physical and mental wellbeing of the population are expected to be long lasting and place increased demand on local services.
<b>(T) Digital adoption</b>	New habits are retained	Some people revert to prior behaviours	Complete reversion to offline access of goods & services.	New habits adopted during lockdown are here to stay, people will increasingly access goods & services through digital channels
<b>(T) Digital Exclusion</b>	Universal adoption.	Pockets of the population unable to access digital services	Access to digital services decreases	Groups such as elderly and vulnerable will be unable to access digital services and risk exclusion.

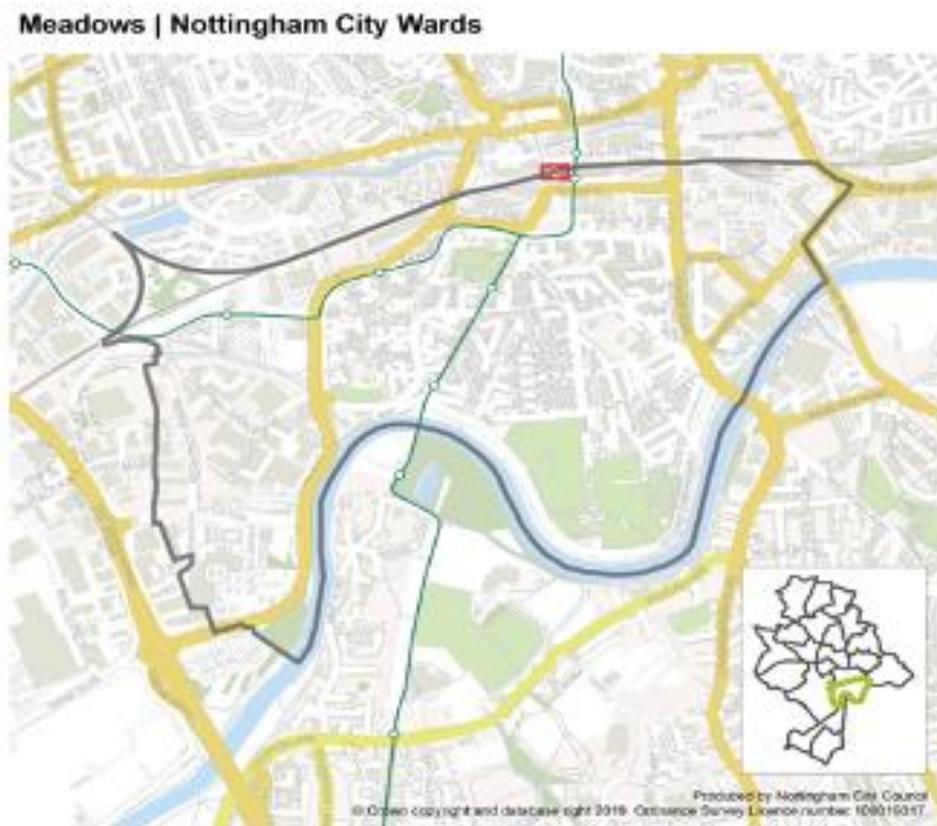
### Appendix 3: Analysis of Community Hubs in other UK Cities

<b>City</b>	<b>Community Hub Information</b>
<b>Leeds</b>	Leeds have introduced community hubs to support its plan to tackle poverty and inequality. Working in collaboration with external agencies these hubs will link multiple providers to support a range of needs, from NHS services, to housing requirements. Services are integrated utilising a combination of existing buildings, renovations and new builds, working with a combination of NHS One Public Estates (OPE), existing libraries and leisure centres. Existing assets and resources have been repurposed, with access to multiple agencies in one location, including Information Communication Technology (ICT) suites to support those affected by digital inclusion (Murray and Moore 2019).
<b>Liverpool</b>	The Young Person's Advisory Service (YPAS) Plus Community Hub is hosted by the CAMHS partnership. It provides a range of services linking individuals to health, education and social care. Although CAMHS is aimed at children, it also supports young people and families living in the

	<p>communities. It is staffed by YPAS professionals and volunteers with representation from the wider partnership, sign posting individuals according to needs (Liverpool CAMHS 2020).</p>
<b>Newcastle</b>	<p>Newcastle have a large community hub within the main library building based in the city centre. The library has benefited from investment and it is housed in a modern accessible building. The hub hosts a range of services including housing, business support, citizen’s advice, skills training and jobs support, and connections for your people’s career advice. They also offer some functional online services such as joining the library, paying a penalty notice and making benefit claims amongst others. There is also the option to book appointments at the hub (in non-Covid-19 times) (Newcastle City Council 2020)</p>
<b>Sheffield</b>	<p>Firvale Community Hub (FCH) (formerly Pakistan Advice and Community Association PACA), is a registered charity located north of the city centre in Sheffield.</p> <p>It provides support for marginalised people across Sheffield across the areas of legal advice, education, employability, community cohesion, social inclusion and reducing isolation. FCH works with people of all backgrounds but has specialisms in working with BME communities – particularly those of Pakistani and Roma origin. They have 54 volunteers helping to deliver this work.</p> <p>The centre operates profitably. Income is predominately derived from grants, with the remaining 4% coming from rental income. Income declined by 11% between 2018 and 2019. Salaries comprise 60% of income.</p> <p>The centre has a physical presence within a residential area and a comprehensive web presence which mainly exists to provide links to the many projects that the centre has operating in the areas of Cohesion; health &amp; well-being; Youth; Advocacy and Immigration.</p>

## Appendix 4: Ward Demographic Profiles

### Meadows

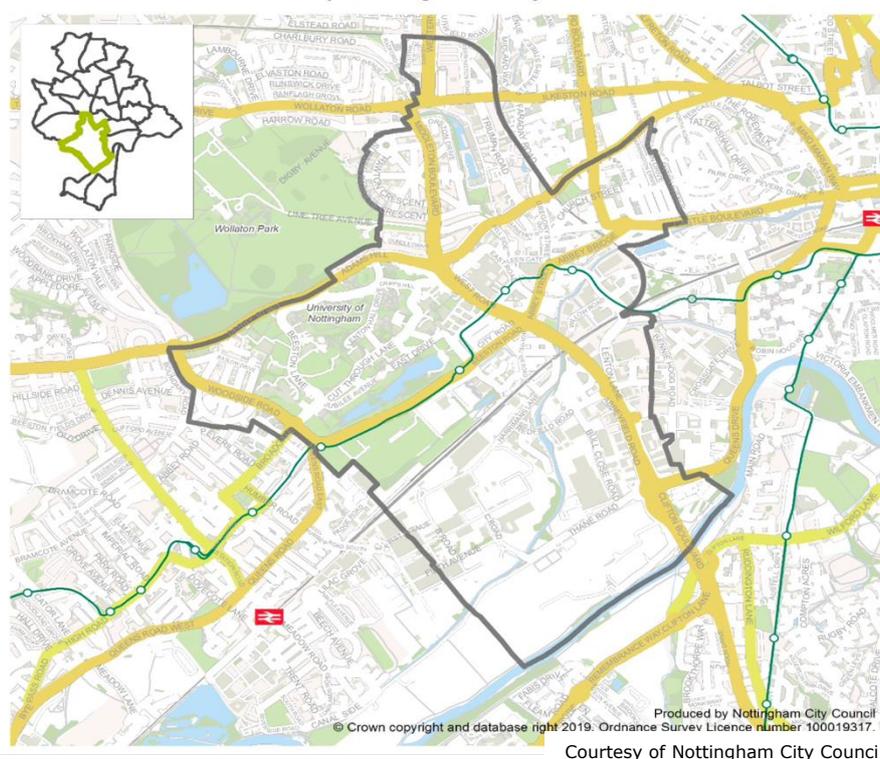


Characterised by the following dominant household groups:

- Single people privately renting low cost homes for the short term (45%)
- Educated young people privately renting in urban neighbourhoods (27%)
- Urban renters of social housing facing an array of challenges (9%)
- Population of 10,165
  - 19% - under 16
  - 72% - 16-64
  - 9% - 65+
- 52% White British / 48% Non-White British (of which 18% are Asian and 11% are black)
- 4,500 households of which 1.8% are student households
- 17.2% of over 75% receive a social service
- Unemployment rate of 8.2%, which is the 11th highest rate in the City.
- 13.4% of the working age population claim an out of work benefit.
- A higher rate of premature deaths from both Cardiovascular Disease and cancer, than Nottingham, but the differences are not statistically significant.
- Low rates of dwelling burglary, but very high rates of vehicle crime.

## Lenton & Wollaton East

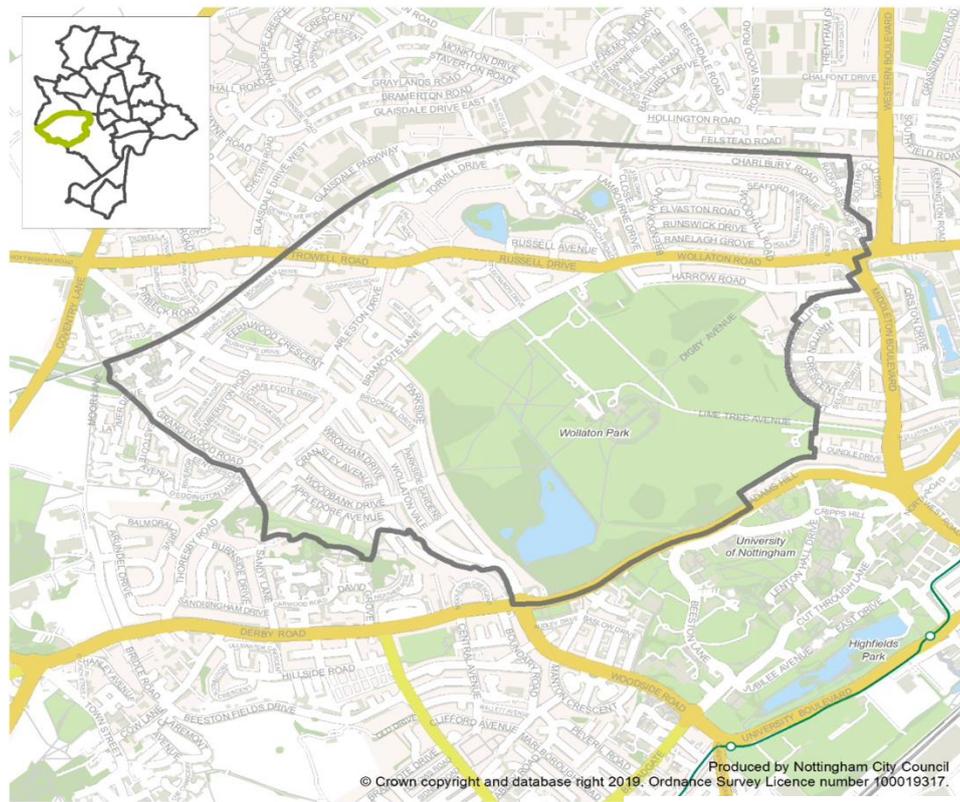
### Lenton & Wollaton East | Nottingham City Wards



Characterised by the following dominant household groups:

- Educated young people privately renting in urban neighbourhoods (95%)
- Population of 23,215
  - 8% - under 16
  - 86% - 16-64
  - 6% - 65+
- 60% White British / 40% Non-White British (of which 21% are Asian)
- 7,200 households of which 38% are student households
- 18.3% of over 75% receive a social service
- Unemployment rate of 2.9%, which is the lowest rate in the city.
- 4.4% of the working age population claim an out of work benefit.
- Lower rate of premature deaths from Cancer and a slightly higher rate of premature deaths from Cardiovascular Disease , than Nottingham, but the differences are not statistically significant.
- The second highest rate of dwelling burglary but the second lowest rate of violence of all City wards.

### Wollaton West | Nottingham City Wards



Courtesy of Nottingham City Council

Characterised by the following dominant household groups:

- Elderly people with assets who are enjoying a comfortable retirement (25%)
- Thriving families who are busy bringing up children and following careers (23%)
- Established families in large detached homes living upmarket lifestyles (21%)
- Younger households settling down in housing priced within their means (10%)
- Population of 15,219
  - 21% - under 16
  - 58% - 16-64
  - 21% - 65+
- 70% White British / 30% Non-White British (of which 19% are Asian)
- 6,000 households of which 1.4% are student households
- 10.3% of over 75% receive a social service
- Unemployment rate of 4%, which is the 3<sup>rd</sup> lowest rate in the city.
- 5% of the working age population claim an out of work benefit.
- Significantly lower rate of premature deaths from both Cardiovascular Disease and cancer, than Nottingham.
- Low rates of dwelling burglary, violent and vehicle crime.

## Appendix 5: Summary of Area 5 Survey Responses

Analysis conducted on raw survey response data shared by Nottingham City Council.

	<b>Overall</b>	<b>Meadows</b>	<b>Wollaton West</b>	<b>Lenton &amp; Wollaton East</b>
<b>1</b>	Mental Health	Mental Health(=)	Isolation / Loneliness (+1)	Isolation / Loneliness (+1)
<b>2</b>	Isolation / Loneliness	Food Poverty (+1)	Mental Health (-1)	Mental Health (-1)
<b>3</b>	Food Poverty	Isolation / Loneliness (-1)	Food Poverty (=)	Housing (+3)
<b>4</b>	Employment	Benefits / Welfare Rights (+1)	Employment (=)	Volunteering (+3)
<b>5</b>	Benefits / Welfare Rights	Employment (-1)	Volunteering (+2)	Digital Inclusion (+3)
<b>6</b>	Housing	Housing (=)	Housing (=)	Employment (-2)
<b>7</b>	Volunteering	Volunteering (=)	Digital Inclusion (+1)	Food Poverty (-4)
<b>8</b>	Digital Inclusion	Digital Inclusion (=)	Benefits / Welfare Rights (-3)	Benefits / Welfare Rights (-3)

The responses received reveal that the 3 most important issues highlighted by stakeholders are:

1. Mental Health
2. Isolation / Loneliness
3. Food Poverty

Further issues raised include:

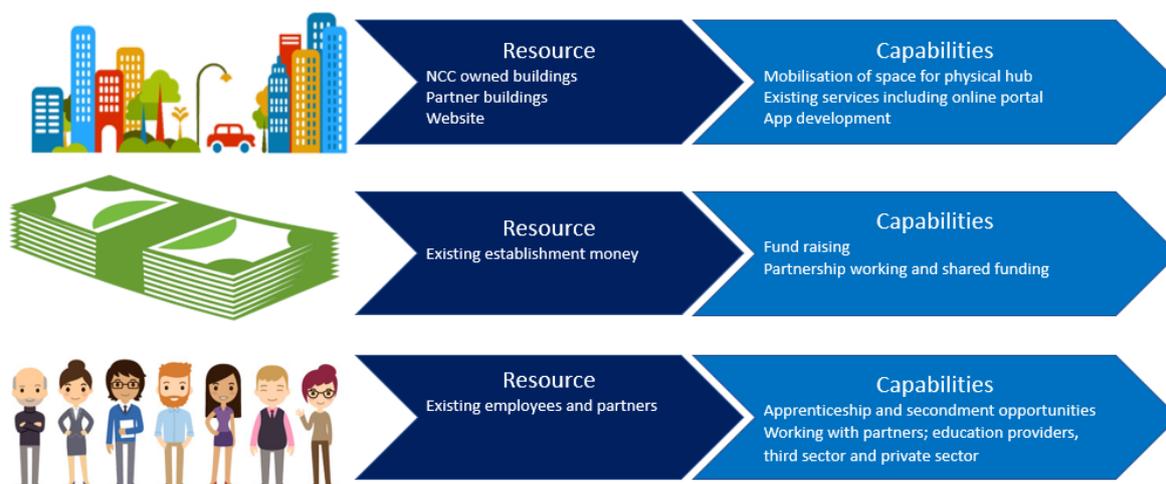
- National lockdown forcing many community facilities to close, resulting in a lack of rental income. Many users were elderly and have subsequently decided not to continue with the group(s).
- Community facilities have not re-opened due to the time and cost to make venues Covid safe.
- Usage of foodbanks has increased by 60% since March 2020.
- Decrease in many forms of crime, however, anti-social behaviour has increased.
- A lack of communication and 'joined up' working is a common theme across respondents.

On a positive note, a number of groups recognised an increase in community spirit and partnership working over the past 6-months along with the creative approach to problem solving and increased volunteering.

## Appendix 6: Consolidated Stakeholder Information

Stakeholders Engaged with	Additional Stakeholder Engagement Recommended
A J Sports (Not in the Meadows)	Community Fire Protection Teams
Castle Cavendish	Community Mental Health Teams
Citizen's accessing support	District Nursing Teams
Community Groups	Local GPs
Community Protection Officers (CPO)	Media
Councillors	Multi-Disciplinary Team (MDT) meetings for frequent service users
DWP	Planning Department
Faith Organisations	Red Cross Loneliness Service
Food Banks	Social Care
Friends of Wollaton Park (Wollaton West only)	Social Prescribers
General Public	Social Services
Government	Super Markets
Housing Patch Officer (Not in the Meadows)	
Lenton Drives & Neighbours	
Local MPs	
Neighbourhood Development Officers (NDO)	
Nottingham City Council senior Leaders (NCC)	
Notts County Football in the Community (Meadows only)	
Schools	
Student Development Officer (SDO) (Lenton & Wollaton East only)	
Student Union representatives (Lenton & Wollaton East only)	
Tenancy Enforcement Manager	
Voluntary sector	

## Appendix 7: Resources & Capabilities Overview

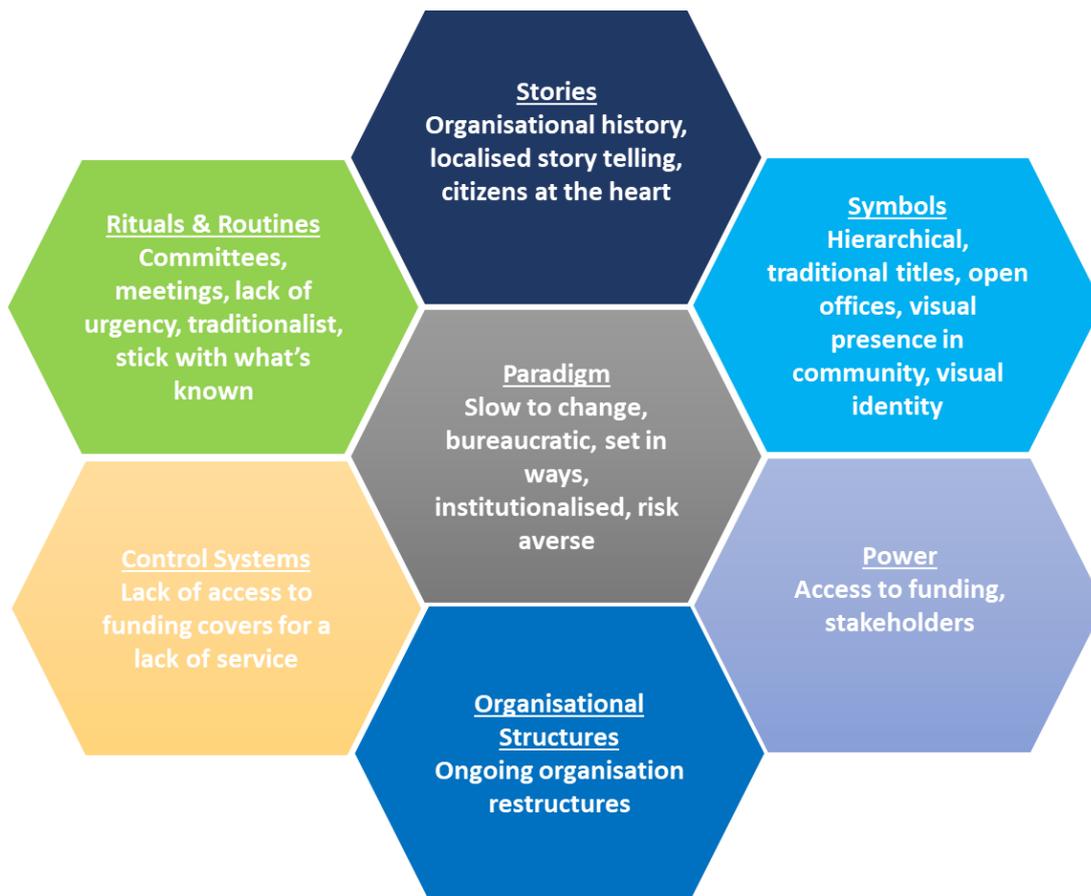


## Appendix 8: Register of Existing Community Assets in Area 5

<b>Ward</b>	<b>Name of Facility</b>
<b>Lenton &amp; Wollaton East</b>	St Barnabas Church
<b>Lenton &amp; Wollaton East</b>	St Mary's Church Wollaton
<b>Lenton &amp; Wollaton East</b>	The Lenton Centre
<b>Lenton &amp; Wollaton East</b>	Dunkirk & Old Lenton Community Centre
<b>Lenton &amp; Wollaton East</b>	Holy Trinity Church
<b>Lenton &amp; Wollaton East</b>	Thomas Helwys Baptist Church
<b>Lenton &amp; Wollaton East</b>	Sri Guru Tegh Bahadur Gurdwara
<b>Lenton &amp; Wollaton East</b>	Cornerstone Church
<b>Lenton &amp; Wollaton East</b>	Trent Vineyard
<b>Lenton &amp; Wollaton East</b>	Sheila Roper Centre
<b>Meadows</b>	The Bridges Community Trust
<b>Meadows</b>	Meadows Library
<b>Meadows</b>	Arkwright Meadows Community Gardens
<b>Meadows</b>	Queens Walk Community Centre
<b>Meadows</b>	Meadows Muslim Centre
<b>Meadows</b>	Meadows Advice Group
<b>Meadows</b>	Meadows Food Bank
<b>Meadows</b>	St Saviours Church
<b>Meadows</b>	Greenfields Primary School
<b>Meadows</b>	Welbeck Primary School
<b>Meadows</b>	Victoria Primary School
<b>Meadows</b>	Portland Leisure Centre
<b>Meadows</b>	Our Lady and Saint Patrick Church
<b>Wollaton West</b>	124th Nottingham Scout Group
<b>Wollaton West</b>	Kingswood Methodist Church & Community Centre
<b>Wollaton West</b>	Muslim Cultural Centre Wollaton
<b>Wollaton West</b>	Grangewood Methodist Church
<b>Wollaton West</b>	St Leonard's C Of E Church
<b>Wollaton West</b>	St Thomas More's RC Church
<b>Wollaton West</b>	Wollaton Park Community Centre
<b>Wollaton West</b>	Wollaton Hall
<b>Bilborough Ward</b>	Vale Community Centre

## Appendix 9: Cultural Web for NCC

The Cultural Web, adapted from Johnson et al. 2017.



## Appendix 10: Organisational Characteristics

Characteristics considered valuable for organisations and their leaders in times of change:

- 
Passionate
- 
Engaging
- 
Catalyst
- 
Conduit
- 
Realistic
- 
Knowledgeable
- 
Enthusiastic
- 
**Putting citizens at the heart of the project**

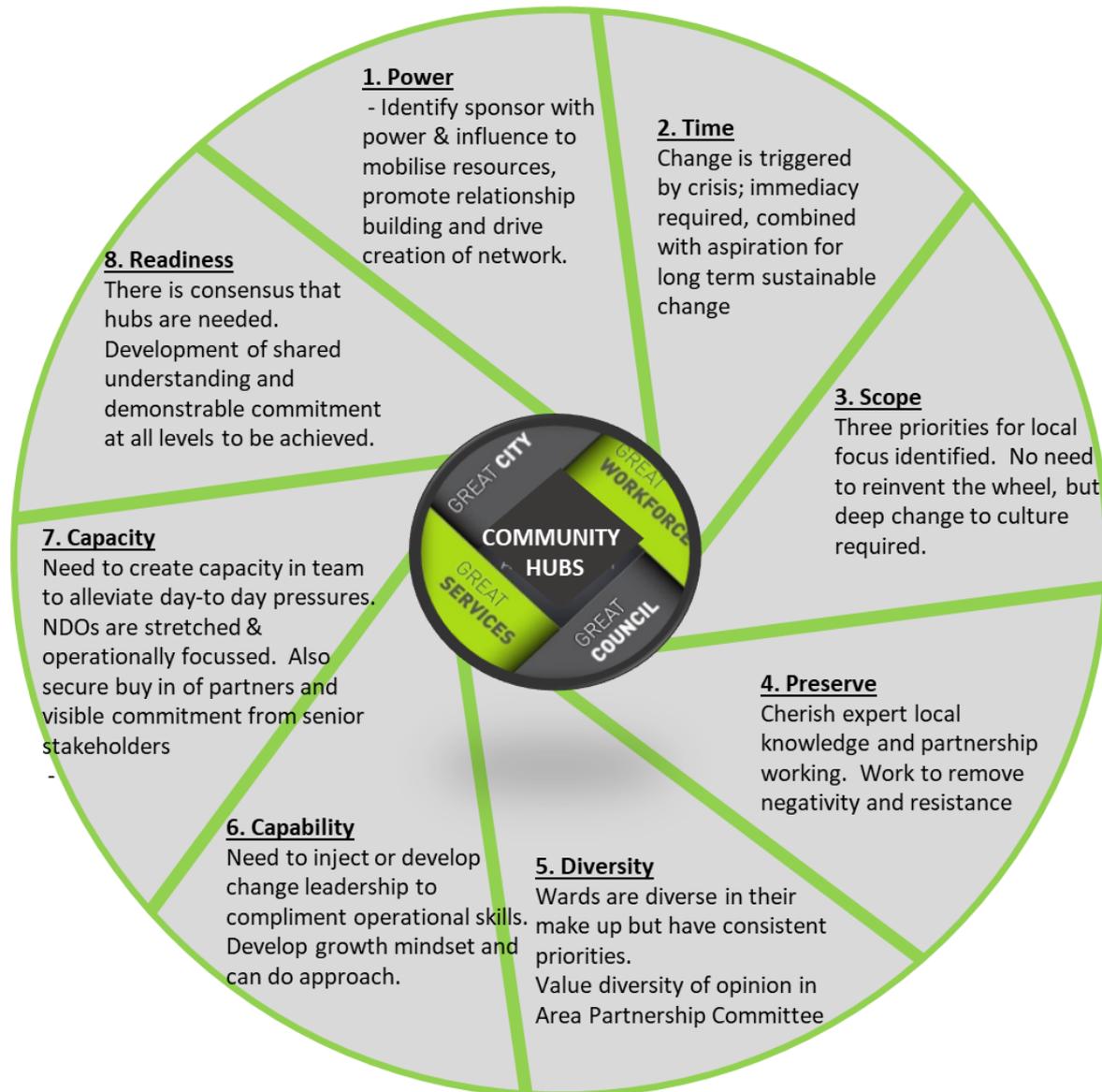
## Appendix 11: Target Operating Model

This table shows the features considered in determining the Target Operating Model Recommendation.

	<b>NCC Wholly owned &amp; run</b>	<b>Partnership Model</b>	<b>Wholly Commissioned Service</b>
<b>People</b>	Staffed by NCC colleagues. Redeployment. Volunteers.	NCC accountable. Hybrid staffing model.	Partner provides staff.
<b>Organisation Structure</b>	Hub & Spoke. Share expertise. Create empowered networks.	More distributed. Share best practice.	Wholly outsourced. Distributed model.
<b>Facilities</b>	Utilise NCC properties, e.g. Libraries, Leisure Centres	Jointly identify locations in each area to utilise, e.g. Bridges Centre, Community Centres	Partner to identify locations
<b>Customer Needs</b>	Require access via face-to-face, telephone and (in future) digital channels. Communications across both traditional (e.g. leaflet, Arrow Magazine, notice board) and digital channels.		
<b>Service Offering</b>	Focussed on 3 local priorities Signposting to other city wide services and other providers		Must meet 3 priorities. May also provide others.
<b>Governance &amp; Controls</b>	Area Partnership Committee act as the Sponsor & Steering Committee		Area Partnership Provide Oversight. SLAs & KPIs agreed on award of contract.
<b>Processes</b>	Deliver consistency of process across wards.	Collaborate with partner to agree.	Outcomes based, processes differ by partner.
<b>Funding</b>	Council budgets Monetise Assets	Council budgets. Secure grants. Monetise Assets Section 106 agreements	Secure Grants

## Appendix 12: Change Kaleidoscope for Area 5 Community Hubs

Change Kaleidoscope completed for Area 5 Community Hubs project. Adopted from Balogun and Hope-Hailey 2008.



## Appendix 13 : Kotter's 8 Steps for Area 5

<b>8 Steps</b>	<b>Action</b>	<b>Responsibility</b>
Create Urgency	<p>Help others understand the need for change</p> <p>What are the local needs, listen to the community, what do they need now</p>	Senior Leadership
Build the Guiding Team	<p>Identification of change champions</p> <p>Build a cross functional team, establish and engage key Stakeholders</p> <p>Establish change agents – early adopters.</p> <p>Create a growth mindset, ability to make the strategic change</p>	<p>NDO</p> <p>Local Councillors</p> <p>Key Stakeholder</p> <p>Change agents</p>
Develop a Change Vision	<p>Develop a vision and strategy, with the community.</p> <p>Communicate the problem and the solution. Communication plan with the stakeholders and community</p> <p>Establish governance structure</p>	<p>NDO to lead change program</p> <p>Senior Leadership direction</p> <p>Area committee guidance</p> <p>Mentorship, from success areas</p>
Understanding and Buy-in	<p>Develop partnerships and build relationships</p> <p>Community engagement plan</p> <p>What is the story, how will this be told internally and externally</p>	<p>NDO</p> <p>Senior Leadership</p> <p>Local Councillors</p>
Empower Others	<p>Remove barriers from the past, ensure guiding team is driving the message forward. Knocking down silos and provide required resource</p>	<p>NDO</p> <p>Stakeholders</p>
Short-term Wins	<p>Create success quickly</p> <p>Call out the heroes of the partnerships</p>	<p>NDO</p> <p>Stakeholders</p>
Don't Let Up	<p>Make the change happen, keep reinforcing the messaging clearly</p>	NDO
Create a New Culture	<p>Showcase the new vision for the future. Celebrate the success. Ensure external messaging is being heard in the community</p>	<p>NDO</p> <p>Senior Councillors</p>

(Adapted from Kotter 2017)

## Appendix 12: NCC Area 5 Action Plan

	Initial Actions	Time frame	Follow-up
	Create vision for 'JUST ASK' Community Hubs, with Portfolio Holder	Week 1	Share vision
	Identify and map key stakeholders	Week 2	Create stakeholder engagement plan
	Identify and map buildings and community assets	Weeks 3 - 4	Evaluate suitability and feasibility
	Create meeting schedule for the next 6 months	Week 3	Allocate roles and responsibilities
	Identify and map key people	Weeks 3 - 4	Redeployment of workforce unable to work in core role
	Identify long and short - term budget streams, or bid writing opportunities	Weeks 5 - 6	Apply and secure funding
	Create communication plan	Weeks 7 - 8	Distribution of communication plan

## Appendix 13: Project Brief & Addendum

### MBA Consultancy Project brief – November 2020

**The organisation:** Nottingham City Council, Neighbourhood Development, Community Protection Directorate (NCC)  
Area 5 - Meadows, Lenton & Wollaton East and Wollaton West

[www.nottinghamcity.gov.uk](http://www.nottinghamcity.gov.uk)

Nottingham City Council has identified seven Area Partnerships to support the City's COVID-19 recovery response building on the cluster model that has been developed during wave one of the Covid pandemic to support local communities, see **appendix 1**. The Area Partnerships will develop bespoke Community Hubs models to deliver on the Area Partnership priorities which will help reframe the connections and relationships between statutory, voluntary and faith sectors and change the way services are operating by removing silo working, barriers and exploring opportunities for joint working, funding and collectively adding value. The Area Partnerships will be aligned to the existing 7 Area Committees. Each Area Partnership will be reporting to the Area Committee, see **appendix 2**.

The terms of reference for the area partnerships are set out in **Appendix 3**.

Each of the Area Partnerships will have their own distinct ambitions, vision and priorities for the bespoke community Hubs aimed at meeting the local needs and aspirations of residents living in the three wards which fall within the Area Committee boundaries. These Hubs may deliver services from one building or across a number of buildings or virtually.

The Area Partnership model is reliant on the active engagement of local partners who will be integral, involved and active members including one Councillor from each ward within the Area, Community Organisations/groups and Champions, Faith organisations, Organisations working across the City, Area Based Grant Leads, Council and Statutory Service Providers such as the Police, Community Protection, Fire, Libraries, Community Of Identity Grant Leads (where relevant communities are present) and other partners relevant to the Area. The Partnerships will be facilitated by NCC Neighbourhood Development Officers, and the Chair will be elected from within the area partnership.

The initial activity of the Area Partnership will include a needs analysis of the area to identify each area's key immediate needs based on the themes that have gained importance due to Covid. These themes are food poverty, welfare, housing, digital inclusion, employment, isolation/loneliness, mental health and volunteering. This needs analysis report will explore and recommend the vision and need for a bespoke Community Hub model for the Area and also inform service/activity delivery and grants allocation as to where NCC and other funding could be focused to maximise impact and provide opportunities for greater partnership working, match funding and avoid duplication. This work is currently underway.

The findings and recommendations of the needs analysis report will be presented to the Area Committees for approval in late November/early December.

After the Area Committee agrees the key priorities and bespoke Community Hub model, discussions will take place with all Cllrs from each of the three wards and Area partnership members about developing Area Actions Plans to deliver on the priorities and agree who is best placed to manage and deliver the bespoke Community Hub model in the area to make sure it happens.

**The challenge:** The Area Partnerships and bespoke Community Hubs are being set up as a direct consequence of the impact of Covid-19 pandemic. It will be a new way of working for the Council, and for partners and communities. The seven Area Partnerships leading on the development of the bespoke community Hubs which will be operating across all 20 NCC wards which will enable a tangible change from the way that priorities and needs have previously been planned and delivered in the city. Also each of the seven Area Partnerships will have different needs, priorities and aspirations for their Area and it should not be assumed that one community Hub model will fit all areas, what will work in one Area may not necessarily work in another.

The NCC Neighbourhood Development Teams have already started the needs analysis of the Areas, and one of the Area has a community Hub '**JUST ASK**' model as a pilot scheme / early adopter see **Appendix 4**. The learning from this community Hub may inform the direction for other Areas, but it should not be assumed that what works in this Area will work in another Area. Similarly, if something does not work in the pilot Area, it should not be assumed that it will not work in another Area.

In time, this work will result in the development of 'area action plans' and 'bespoke community Hubs'. The NCC Neighbourhood Management Team (the commissioning team) recognise that this project is a live process, which is fluid, flexible and agile.

## **Goal 1**

The NCC Neighbourhood Management Team wants help with developing the Area Partnership and affirming a vision for each Area bespoke community Hub. There appears to be a need for a community Hub however how will the Community Hub add

value to the existing structures, what will it look like, does it need to be a physical or virtual model. Currently there is no budget to pay for developing the Community Hub, how will it operate, who will be best placed to lead on this, who will own the Hub and how will the local community be involved.

In undertaking the project, student teams will carry out some research to explore different community Hub type models operating locally see **Appendix 5** and across the Country, see **Appendices 6 and 7**. They will investigate and recommend which model will fit better locally to meet the changing need and demand of the communities living in the areas during and post Covid. It is important that the Community Hubs have the opportunity to succeed and thrive in the face of the COVID-19 pandemic.

## **Goal 2**

In doing so, students will be asked to support the NCC Neighbourhood Management Team by reviewing the needs analysis report. Having undertaken external and internal analyses, which may include stakeholder-mapping, students will make recommendations to NCC decision makers on 'how' they may move towards achieving practical Area Partnership / Community Hub arrangements. In doing so, students are also asked to consider opportunities and challenges arising from their recommendations, and prepare an outline action plan for NCC decision makers to consider.

**The brief:** Your brief is to collaborate as a team of business consultants, to design and deliver a research led project that will help your client develop its Area Partnership and create a vision for the bespoke Community Hubs and in particular its operating model in Area 5 - Meadows, Lenton & Wollaton East and Wollaton West. You will also utilise your expertise to review the needs analysis report to engage and involve different stakeholders to help develop and deliver the bespoke community Hub model in the area as far as possible.

Your client (Neighbourhood Development Officer) has set aside time on **Monday 9<sup>th</sup> November 2020** to meet with you and to discuss this challenge with you in more detail. Please contact them in advance to confirm arrangements for this, and to request meetings with additional stakeholders if required.

Your client (Neighbourhood Development Officer and Operations Manager) presentation is due to take place on **Friday 13<sup>th</sup> November**, as advised by your supervisor. You will need to agree a time and arrangements with your client.

Given the prevailing COVID-19 conditions, all NBS student / client communication will be through remote and online channels. There will be no face-to-face meetings.

### **Primary contacts:**

Neighbourhood Development Officers (NDOs)

Parbinder Singh – Wollaton West  
[Parbinder.singh@nottinghamcity.gov.uk](mailto:Parbinder.singh@nottinghamcity.gov.uk)  
07852169252

Abdul Ghaffar – Meadows and Lenton, and Wollaton East  
[Abdul.ghaffar@nottinghamcity.gov.uk](mailto:Abdul.ghaffar@nottinghamcity.gov.uk)

## **Project brief variation, from Nottingham City Council, 5 November 2020**

'MBA students to work with the Neighbourhood Development officers to develop the Area Partnership and **affirm** an operating model for each Area bespoke community Hub.

**Goal 1-** Design and deliver a **practice led project** with the NDOs to recommend a bespoke Community Hub and in particular its operating model. Apply NDOs learning from this years' experience as to how the Council has done things when it just got on and how local services and community organisations were able to help and collaborate in the height of the pandemic. Also briefly explore five community Hub models operating in Leeds, Sheffield, Manchester, Liverpool and Newcastle to share and investigate with the NDOs the community Hub model which will **practically fit better** within the existing structures of the Area. In doing so, students are asked to consider opportunities and challenges arising from their recommendations, and prepare an outline action plan for Area Committee to consider.

**Goal 2-** Support the NDOs with compiling the needs analysis report by analysing the questionnaires (sent out recently by NDOs to community groups/organisations asking about key issues during Covid), the recent reports outlining the impact of Covid in Nottingham and the feedback from the first Area Partnership meeting to evidence the 4 priorities which will be recommended to the Area Committee to adopt.

### **Explanatory note**

The project brief variation seeks to clarify and affirm the role of NBS student teams. It also indicates how they may work with Nottingham City Council NDOs during the project period (9 to 12 November).

In carrying out their management consultancy role, the student teams will work with NCC NDOs with the aim of providing some insight to the future nature of their Area community Hub, including series of recommendations which will detail the preferred type of community Hub model and the state of preparedness to secure successful change. Further, the student teams will provide a route-map / pathway for **how** Nottingham City Council may achieve change. This will be via an outline Action Plan, which, in their view, may indicate short- and medium-term actions / measures to be carried out to secure successful change. The student teams' work will be presented in a 3000 word report<sup>1</sup>, which is assessed by the NBS academic team as part of the EMBA / SLMDA course.

Student activity may include, but not be limited to, analysis of data and information relating to Nottingham City Council, and other local authority areas. This may include an assessment of raw data, particularly from stakeholders. Student teams will also explore an external analysis of the macro-environment and an internal analysis of resources and capabilities. Both of these activities, together with a stakeholder analysis, are essential elements of strategy development / strategic – organisational change. In doing so, student teams will be able to form a stronger understanding of the localised nature of their allocated area. This means that report recommendations and the outline action plan will be presented in the context of the given area.

The NCC NDOs will provide valuable information and knowledge about the nature of individual localities. NDOs will also be able to identify key stakeholders, and provide access to them.

NDOs will also review the recent stakeholder questionnaires with students, to ensure that there is a consistent approach to data analysis / identification of arising themes.