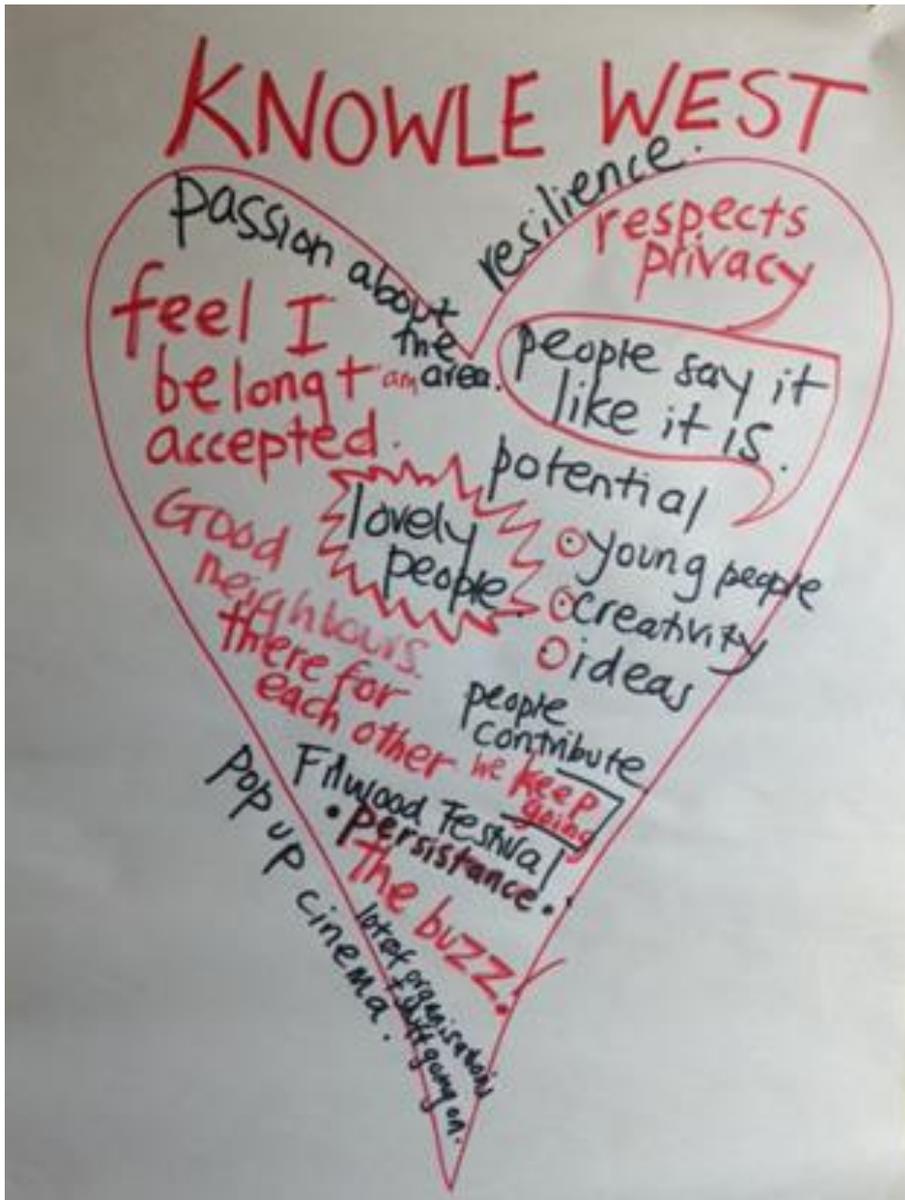


Knowle West

Building a Partnership



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1. Background

Knowle West has been the subject of community development and regeneration investment since the 1980s. In 1995 the Knowle West Development Trust (KWDT) was established by Bristol City Council to manage a significant amount of funds from the Government's Single Regeneration Budget (SRB). These funds led to large scale project management and community development input for the area and at the time this was well matched with staff and resources from the local authority and NHS. A number of local residents built their skills and experience through their leadership and involvement with a variety of new projects, and existing community led projects such as KWADS (Knowle West Against Drugs) and KWHA (Knowle West Health Association).

There was an ambitious programme of work, including the building of Knowle West Health Park, revitalisation of the Inns Court area and Filwood Broadway, and projects to reduce crime, empower young people, and provide jobs, employment and skills support. Knowle West Development Trust oversaw this work through its resident led board and staff team and was designed to be an umbrella organisation for the area. SRB funds were followed by Neighbourhood Renewal Funds, but by 2007 the regeneration funding was starting to dry up and it wasn't possible to sustain all of the projects and previous staffing levels. By 2010, Bristol City Council had introduced Neighbourhood Management and in response to this KWDT evolved into Community in Partnership (CIP), which was to act as the local Neighbourhood Management Board and in addition, take on the management of Filwood Community Centre from Bristol City Council.

In 2009, Bristol City Council identified the regeneration of Knowle West as a key priority for promoting growth in South Bristol and a process of developing a Knowle West Regeneration Framework was implemented. The framework was intended to co-ordinate major investments in housing, mixed use development, community facilities, employment, and open spaces in Knowle West over the next twenty years. Public consultation led to the production of a community vision which identifies 13 improvements which were felt to be key components in achieving the aims of the Knowle West Regeneration Framework. ([see Appendix 1](#) for community vision and https://www.bristol.gov.uk/en_US/planning-and-building-regulations/knowle-west-regeneration-framework for the full document).

However, the cuts to public sector capacity implemented by the Government from 2010 has meant that the levels of external support to communities like Knowle West have been much reduced. Some new developments and projects continue to be delivered within the context of the Knowle West Regeneration Framework, but momentum has been lost and coordinated leadership is needed. The Neighbourhood Partnership model implemented in recent years by Bristol City Council to enable local residents to have a voice and influence and to get things done at a local level has now been cut. Against this backdrop of change, the constants have been the residents and the community of Knowle West and a number of key local voluntary organisations which have remained strong, vibrant and ever evolving to keep up with policy changes, new opportunities, and local people's needs and aspirations. Bristol City Council has continued, with reduced capacity, to provide community development support to the area, using an asset-based approach (ABCD) and it is hoped that at least some of this will be retained for the area following the current staff restructure. There is a strong history of successful community activism in Knowle West which needs to be valued, celebrated and passed on to the next generation and there is still much work to do.

In this context Knowle West Media Centre applied for a grant from Quartet Community Foundation on behalf of a number of organisations and community groups in Knowle West including Knowle West Health Park, The Park, Community in Partnership, Knowle West Together, Churches Together, Knowle Futures, Re:work and residents in Knowle West. The funding was used to employ Vivid to work collaboratively on a new approach to delivery in Knowle West.

The new approach needed to build on the extensive consultation work that produced The Community Vision (2009 - 12) – [see Appendix 1](#) - and on current initiatives in the community.

The organisations taking part highlighted that the priority for the new approach was to ensure that future community initiatives are inclusive and involve diverse voices in planning for the future of Knowle West. Collectively they want to create positive change with residents and organisations working alongside each other with common objectives and common goals.

2. About Vivid

Vivid work with clients who, like us, are committed to creating positive changes for the people and places we care for.

We work with

- Social enterprises
- Voluntary and community organisations
- Small business development agencies
- Regional, local and neighbourhood partnerships
- Private sector companies
- Local councils, health authorities and other public-sector bodies
- Universities and colleges

Vivid Partner Helen Bone has substantial experience of delivering successful, sustainable regeneration projects gained through our wide range of work in consultancy contracts and in senior voluntary, public and private sector posts. She is passionate about community led solutions and is working with others to establish West of England Community Homes, a new community led housing hub and enabler for West of England.

Vivid Partner Judith Taylor has 30 years' experience of working in community development in a variety of roles in regeneration, health and social care in Bristol, both in the public and voluntary sector. A community development approach underpins all her work, which has included developing and managing a community safety project in Knowle West, co-ordinating a large inner-city regeneration scheme, developing and implementing new locally managed community projects, managing small and large grants programmes, carrying out public consultations, and, most recently in public health, managing a team addressing health inequalities in disadvantaged communities.

3. Vivid's Brief

Purpose

To support the development of a Community Partnership in Knowle West which can:

- Enable residents to have a voice, feel connected and able to influence what happens in their neighbourhood.
- Represent a shared vision for the community
- Maximise the use and development of resources and skills of residents, organisations and groups within Knowle West to deliver the changes the community wants to make.
- Maximise opportunities for innovation and creativity
- Deliver elements of the Community Vision in the Knowle West Regeneration Framework in line with residents priorities.
- Provide a robust structure and governance to attract and manage funding for the community
- Make citywide and national connections and partnerships as appropriate to achieve its aims.

Agreed Outcome:

To produce a short and practical report setting out the current state of play and recommending the next steps towards developing an effective Knowle West Partnership.

4. Process and approach

Our programme of work has involved:

- Identifying all the key stakeholders and the current partnerships, groups, settings in which people come together.
- Holding conversations with all key partner organisations, groups and community activists to identify their current priorities and challenges, and readiness to participate in, or provide support for, a new Knowle West Partnership (see [Appendix 2](#) for interview prompts).
- Asking people to identify one priority from the Regeneration Framework which they are currently working on, and/or would like to work on with others. What could they bring to that? How would they involve others not yet participating? (see [Appendix 3](#) and [Appendix 4](#) for key findings)
- Assessing the extent to which groups and organisations currently connect effectively with residents, enable them to have a voice, realise and utilise their own skills and abilities.
- Identifying other models across the city and elsewhere which can inform work in KW.
- Attending several community meetings including Knowle West Together and Knowle West Futures (see [Appendix 5](#) for notes)
- Working with the steering group, meeting regularly to feedback and to collaboratively develop the proposed new approach

5. Key Reflections

What is working well?

1. Diversity of groups and organisations surviving/thriving and delivering services and activities
2. Better communication and better working together amongst organisations
3. KW Together (a recently formed regular meeting of VCS organisations, partners and active residents) provides a good platform to share and discuss issues
4. Some good working relationships between residents and local organisations
5. New residents groups working positively with the police and council to address community safety and crime concerns.
6. ABCD work (led by Bristol City Council (BCC) is gaining momentum with more and new residents engaged and organisations and groups reflecting and developing their practices
7. An understanding that residents who have been active for many years need to be valued and recognised and appreciated for leaving a positive legacy for future generations
8. A new generation of community activists and the opportunity to try new approaches
9. Lots of opportunities for future joint projects – e.g. housing, employment sites and projects, partners working together to provide universal credit support, a post Neighbourhood Partnership world etc.
10. Pride of place and people exists, but needs developing and nurturing
11. 80 years of Filwood and the Festival provides an opportunity to celebrate the past, take stock and look to the future

What could be further improved?

1. Several organisations use a community development approach in their work however no single organisation feels able to claim to be representative of residents' views.
2. Some residents (some of whom have been active for a long time) are feeling disempowered and despondent. This spills over into anger and frustration and many issues contribute to this.
3. There is a feeling amongst some residents that the community spirit that existed in the past has gone. However, people have been saying this for years and reality says something different e.g. the recent community response to a teenage boy killed in a car accident, people are neighbourly and look out for one another. Community spirit might look different, but it exists and needs celebrating.
4. Community in Partnership (CIP) have not had sufficient resources and capacity to fulfil their role with a challenging building to manage. Creating sustainable income streams for Filwood Community Centre needs to be prioritised.
5. KW Regeneration Framework (developed in 2009 - see [Appendix 1](#)) is not owned or driven by local people or a local group (despite extensive community involvement and engagement). Knowle West Futures is the main group that champions the plan although other organisations refer to it and see it as relevant.

6. KW Regeneration Framework sets out the “what needs to be done” but not the “how do we do it” or “how will it be resourced” or “who leads, who else”.
7. No single organisation (or partnership) feels able to claim to be representative of residents’ views and thus Knowle West has a reputation as a difficult place for city wide partners to work. Groups and individuals are leading change in different spheres but have not felt that they have had sufficient support or a mandate to claim to represent the voice of the neighbourhood.

6. Why build a Partnership in Knowle West?

- Increase the level of resident involvement
- Empower, upskill and increase the confidence of residents to influence, shape and deliver change
- Work together better to improve Knowle West and improve the quality of life of Knowle West residents
- Recognise and value the specialisms of organisations and groups, making best use of skills and resources, sharing and not duplicating
- Develop a more coordinated approach to deciding and addressing neighborhood priorities
- Create a shared vision and plan of action that everyone can own and contribute to
- Celebrate and promote all that is good about Knowle West
- Create a positive image of Knowle West as a great place to live and work
- Develop more confidence in the area from within and outside
- Build more trusted positive relationships with the City
- Increase and influence the level and type of investment coming to the area.

7. Summary of local views on a new partnership

Residents (see [Appendix 3](#))

We spoke to around 20 residents who are active in the community. It was clear just from these discussions that there is a wealth of local skills, experience, knowledge and enthusiasm to get things done and a past history of achievement. There is positivity about several of the local organisations and the range of activities they offer and recognition of some great opportunities to develop new projects and make local improvements.

However, there is also despondency about things such as community assets lost or deteriorating, few opportunities or spaces to socialise, not enough for young people to do, lack of affordable new housing, not enough tangible visible progress to improve the area. It was felt that residents need to be enthused and energised by seeing some improvements in key areas, such as Filwood Broadway and that this will encourage new people to get involved. Pride of place is seen as really important.

Most people felt that all the 13 improvements outlined in the Community Vision are still relevant and that some progress has been made. However, it needs rewriting into something which is more practical, and action focused and which people can take control of and co-ordinate.

There was an acknowledgement by many that partnership working and relationships within and between organisations have not always gone well and trust and relationships have broken down. Residents have sometimes had to manage things without sufficient support and expertise behind them but have also at times felt undermined by professionals taking over too much and this has led to conflict.

There was general recognition of a need for a stronger and renewed shared voice and influence for residents and that currently there isn't enough opportunity for this. A way into this particularly for new people is to provide spaces and opportunities for residents to get together to do things they enjoy or are important to them and the ABCD work can support this to a degree.

There was interest in the idea of a new partnership for the area to lead, deliver and co-ordinate the bigger changes that need to happen. Comments were that it would need very skilled facilitation, must be open and transparent and focus on action, keep it as simple as possible and be inclusive of all areas of Knowle West.

Organisations (see [Appendix 4](#))

We also spoke to leaders of the main VCS organisations in the area, plus Knowle West Children's Centre and a representative of the Churches. The vast majority of organisations are very positive about working in partnership together with residents to make positive changes and can see the need for it. Any reservations expressed were largely about having the capacity to engage, and this was from organisations with pressing problems around funding and survival, although there were also some concerns expressed about previous partnership working being problematic or dysfunctional. The main purposes of a new partnership for Knowle West were described as:

- to strengthen the voice of local people
- work together on larger joint projects
- avoid duplication
- make real lasting change to improve quality of life in the community
- sharing resources and supporting each other
- celebrating the positive and building on the legacy of previous community activism and development
- involve new residents

People also outlined ways in which the partnership should operate:

- it should be task focused
- build relationships, good communication and trust
- enable people to feel safe and confident
- recognise the need for specific skills
- develop the skills and knowledge of all partners
- involve all ages and recognise the community is changing
- provide opportunities for informal, fun activities, not just sat around a table with papers.

8. Options

We explored a range of options for moving things forward in Knowle West. Including:

Option 1: Set up a new Trust for Knowle West

- With representation from key organisations in Knowle West on the new Trust Board
- With resident board members supported and upskilled where necessary and bring in other skills to the board as required
- With responsibility for driving the delivery of Knowle West Regeneration Framework
- With dedicated community development resource to ensure high levels of resident input, engagement and involvement
- Would need a facilitated resident forum (with small grant budget) and VCS network

Opportunities:

- A new start

Risks:

- Potential to compete for funding with existing organisations
- It would add another layer of complexity to the VCS in Knowle West
- It could be seen by residents as another organisation that “isn’t for me” or “imposed by others”
- A huge task to deliver in the near future
- Would it replicate past problems?

Option 2: Merge or consolidate existing organisations to create a new Trust for Knowle West

- A single point of contact and lead for the neighbourhood
- The opportunity to consolidate and create greater efficiencies e.g. facilities management – service delivery – activities – communication - community development – major projects
- With dedicated community development resource to ensure high levels of resident input, engagement and involvement
- Would need a resident forum (with small grant budget) and VCS network
- Would need time and resources and board level commitment from existing organisations

Opportunities:

- Opportunity to recruit a new skilled and diverse board

Risks:

- Could be a huge distraction, taking organisations away from delivery, and may not be taken forward
- Boards of organisations would fear duplication of current activities and facilities.
- Would need to happen over time (two organisations in the first instance – possibly out of necessity)

Option 3: Develop a Partnership approach

A Partnership for Knowle West – made up of residents, councillors and senior staff of local organisations - to lead on long term and large-scale projects and initiatives – driving and overseeing the delivery of the Knowle West Regeneration Framework. A dedicated community development worker – working across the neighbourhood and not for any one organisation. A facilitated resident forum (with small grant budget) and VCS network

Opportunities:

- Opportunity to try things out without creating a complex structure

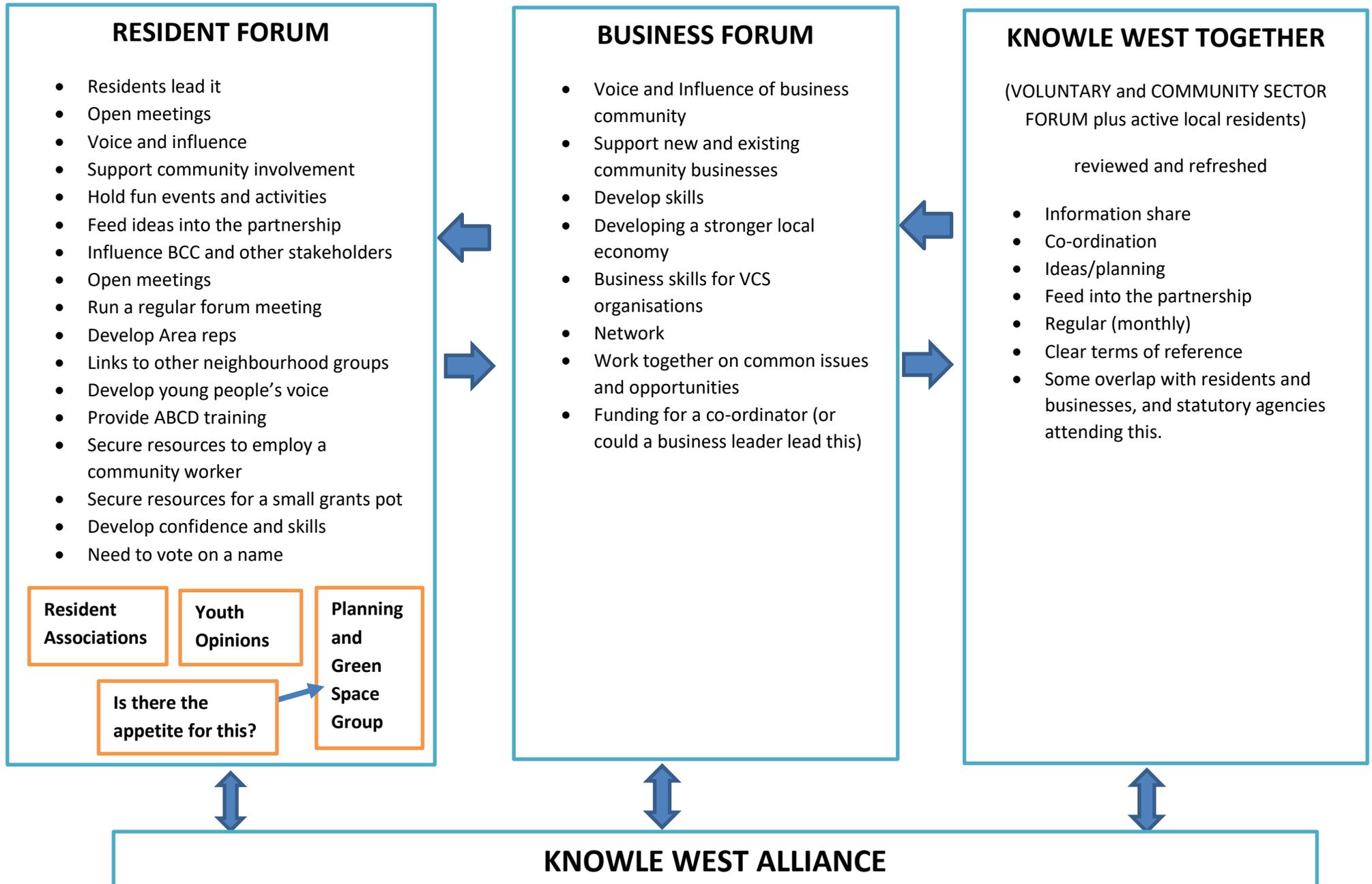
Risks:

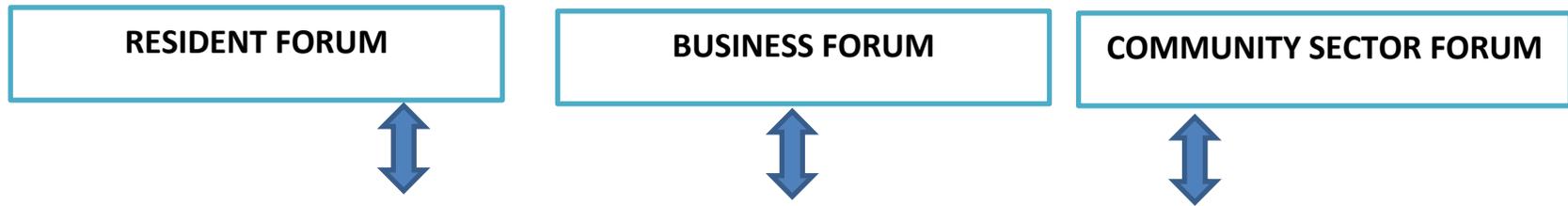
- Not a significant change – little change on the ground – potential low impact.

Preferred option

The steering group assessed the strengths and weaknesses of each approach. All agreed that the most appropriate option was Option 3: Develop a Partnership approach.

9. Preferred option in detail: A Partnership Approach





- Coalition
- Union
- Affiliation
- Alliance

KNOWLE WEST ALLIANCE

(Working title -name tbc)

1. Establish ground rules
2. Build the partnership
3. Agree shared objectives
4. Prioritise joint actions

Collaborative relationship working towards SHARED OBJECTIVES (see [Appendix 6](#) for more on collaborative leadership)

Working hard to make this an EQUAL partnership

Made up of:

- Active local residents involved in the resident forum(s)
- Active local business involved in the business forums
- Active community organisations involved in the community sector forum

Approach:

- Needs a facilitator/organiser
- Working collaboratively – requires training
- Clear roles
- Those involved and the wider community understand the goals and see how everyone can contribute as a partner
- Encourage shared leadership, transparency and inclusive decision making
- Annual community event
- Fund programme of learning
- Agree a shared vision

ISSUES OF TRUST MAY ARISE

KNOWLE WEST ALLIANCE – WORK STREAMS – to be developed



OVERALL VISION: “A community full of confidence and pride, skilled and healthy, living in a thriving Bristol neighbourhood that is green and well connected and low in living costs.” (from 2009)

10. Resourcing the Partnership

For the partnership to be sustainable partners will need to contribute some of their own organisational time and resources. Resident volunteer time will also make a significant contribution. However, there are three functions identified within this proposed new Knowle West Partnership which WILL require funding at least for the first 2 years. These are:

- Knowle West Alliance Community Development Worker
- Knowle West Alliance Business Outreach
- Knowle West Alliance Facilitator/Co-ordinator
- Business Development Support for Community In Partnership (to focus on a sustainable future for Filwood Community Centre)
- Enabling Budget
- Small grants pot

A detailed budget is included in [Appendix 7](#).

Additional funds will be required to fund specific pieces of work in addition to the above resources. These will be direct project costs and will be raised and managed by a lead organisation leading on a specific area of work. It is not envisaged during this partnership phase, that the partnership will be a legal entity, employ staff or hold money etc. Organisations will hold money on behalf of the partnership.

A partnership agreement will be an important document, setting out how money will be managed and governed, and how activity, outcome and impacts will be measured.

11. Further conversations with residents

“I’ve lived in Knowle West forty years and I absolutely love it. People pull together. But there is more to Knowle West than we are seeing” Joy Pollard, the Park.

Having come up with a preferred option for a Knowle West partnership approach in the steering group, we wanted to share and discuss this with the wider audience of residents and groups we had spoken to and with any others who may be interested. On Friday 18th May, we held a **Knowle West Get Together** 3-6 pm with tea and cakes at Filwood Community Centre. This was an informal drop-in event where people could see and discuss our main findings and the preferred option for a partnership structure. Representatives from the five local organisations on the Steering Group also came along to chat to people and promote their current activities and projects. Some people recorded their ideas, comments and questions on postcards, or gave feedback afterwards, and there were also some short filmed interviews.

A summary of comments from this event can be found in Appendix 8 and many endorsed previous comments but some key themes and ideas were:

- General positivity about the idea of a partnership and the strength there would be in organisations working together with residents – then, as one resident said *‘Knowle West would be a force to be reckoned with’*
- We must include **young people** from the very start of this – starting with under tens. Better youth facilities are needed.

- There is some disruptive behaviour locally. We need to turn that around and encourage positivity and not destruction.
- **Communication** needs to be improved between organisations, groups and residents. People don't know what's going on and any partnership needs to be well known and publicised around the area. Conversations and events are an important part of this as well as social media.
- Existing **facilities** need improving so they can be better used, including outdoor courts.
- How can we achieve **equality** in a partnership? Grow leadership skills, explore rewards for residents to be involved, feel valued and listened to.
- **A small grants pot** helps residents to make small visible changes that matter at grassroots level, builds skills and involvement.
- Need to define **roles and responsibilities** of each part of the structure. What would the **relationship** of any partnership be to political powers, the police and other influential power structures?
- Clarity is needed on **who is leading on regeneration** and how this involves the wider community.
- We would need to agree on **how to work together – key principles** could be innovation, collaboration, long term thinking, prevention of problems, providing encouragement.

12. Conclusions and Recommendations

1. Process is everything. Ongoing wider communications and engagement with local residents, groups and organisations in a variety of forms are vital to the strength, credibility and success of the partnership.
2. KW VCS organisations need to review and co-ordinate KW Together as VCS network as a shared task (CIP are taking the lead for the first period)
3. KW VCS orgs need to refine and take forward intended projects as identified within the work streams
4. Partners need to work together to secure resources for a dedicated Community Development Worker to support and enable resident group (and to agree who will employ them)
5. Community Development Worker once in post will prioritise working with residents to establish the Resident Forum/Group working collaboratively with BCC community development staff
6. Partners to identify resource and /or person to support a local business forum
7. Partners to work together to secure funding to support and strengthen CIP and to develop a sustainable future for Filwood Community Centre as a priority area of work
8. Its important to make sure there is a focus on positive change for, and representation from, all areas of Knowle West and all sections of the community.
9. Resources need to be secured to employ a skilled facilitator – to facilitate the building of a partnership as a collaborative relationship of residents and organisations working towards shared objectives. This should involve developing a series of workshops to build the partnership as well as direct action to deliver priority projects.

13. Key Next Steps to form Partnership Structure

ACTION	TIME FRAME
1. Submit Funding Application to Funding the Future	June 2018
2. Explore other resources and funding (including Support for Business Forum)	Ongoing
3. Hold regular Knowle West Together Meetings	Ongoing
4. Recruit Community Development Worker and start building resident involvement	September 2018
5. Facilitate development of Partnership	September – December 2018
6. Launch Partnership	January 2019

THE COMMUNITY VISION

The outcome of the previous consultation with local people, which started in September 2009, is an agreed community vision for Knowle West:

“A community full of confidence and pride, skilled and healthy, living in a thriving Bristol neighbourhood that is green and well connected and low in living costs.”

...and 13 agreed main improvements to achieve this 20 year vision:



1 Raise income through employment

- Provide skills training programmes & facilities particularly for young people
- Develop employer placements programme
- Create local jobs, small businesses and home based employment opportunities
- Lower cost and better services for journeys to work



2 Improve health and well-being

- Provide locally accessible health facilities
- Develop improved health & lifestyle education offer
- Keep and improve the Health Park



3 Widen local choice of housing size and tenure

- Add up to 2,000 new homes
- Deliver high environmental standards
- Offer a wide range of prices and types
- Give priority to private & family housing
- Have dispersed sites (lots of sites across the area)
- Homes within a 10 minute walk to primary schools and local neighbourhood centres



4 Refurbish existing housing stock

- Increase floor space of homes through extensions
- Reduce energy costs of homes
- Improve front gardens, streets and parks (encourage ‘Do It Yourself’ streets improvement programmes)



5 Develop and improve primary school provision

- Raise achievement levels
- Give kids the best start
- Have community centred schools



6 Reinforce a close-knit neighbourhood

- Network of centres for health, shops, leisure, training, business
- Provide neighbourhood events spaces



7 Access safe, ecologically rich, open space

- Provide 2 activity parks
- Provide 5 new play spaces
- Build and improve walking and cycle network



8 Pride of Place

- Develop ‘Knowle West style’ for new homes
- Celebrate our history
- Keep, improve and extend open landscape
- Develop an urban forest (including orchards and edible street trees)
- Have 3 to 4 storey houses in areas that will undergo change (similar to building heights in the Bedminster area)



9 Build a future-proof community

- Help to build a strong community able to cope with climate change, shortage of energy supply and economic recession
- Support low carbon living
- Support local food production



10 Improve access to low cost transport

- Provide a network of safe pedestrian, cycle & bus routes to neighbourhood centres
- Easier and safer pedestrian, cycle & bus routes to centres outside KW
- Easy access to public transport (within 10 minutes walk)



11 Public and community initiatives in advance of private investment

- Establish a community trust to deliver local projects
- Local priorities for section 106 monies from developers (monies which developers have to provide as part of receiving planning permission)



12 Improve arts and culture

- Provide inspiring places through cultural programmes and arts projects
- Provide a wide range of opportunities for all to get involved in sport (indoor/ outdoor)



13 Develop play and youth facilities by planning with young people

- Provide a range of indoor and outdoor play facilities within walking distance
- Provide a range of facilities for young people developed with them, and in walking distance to homes



Additional Improvement

Added by the Knowle West Project Board. Move Knowle West further towards getting its own secondary school by increasing the number of people living in the area.

Appendix 2: Structured conversation guide

Conversation Guide re Knowle West Partners/Stakeholders

1. What does your organisation/group do? What is your role in it? What is your approach/ethos?
2. What are your current priorities and challenges?
3. Which partners do you currently work with? What settings, meetings, groups do you meet and work with partners? How well do they work?
4. Do you think there is a need for a new or revised Knowle West Partnership? What would you want it to be/do/look like? How would it involve organisations and how would it represent and include residents?
5. Which priorities from the Regeneration Framework are most important to you/your group or organisation. What are you currently working on? Who else do you work with or would you like to work with?
6. How does your organisation involve residents? Do they have a strong voice and influence in what you do? How do you enable them to use their skills and knowledge across the whole community?
7. Have you seen or experienced examples of partnerships which you think could inform what would work in KW?
8. How do you think we can move this forward?

Appendix 3: Themes emerging from conversations with residents

- A frustration from some local people that they have the skills and abilities to do things for themselves but?
- Also recognize the need for specific skills and expertise though can feel overshadowed by professionals at times
- Need to rewrite the KW Regeneration Vision into something which makes sense on the ground
- Residents want to take more ownership
- The need for a shared voice and influence
- Keep it strong and simple
- Initiatives such as the round house and the mens group have provided a great opportunity for people to get to know each other and to identify activities and visits and events that they want to progress together
- The ABCD delivered by Alex North at BCC has been well received by a number of the residents who we interviewed
- A feeling of being let down by Bristol City Council – the closure of the Neighbourhood Partnership leaving people feeling that decisions are now made back at City Hall without the involvement of local people
- Sometimes bureaucracy seems to hold people back from just doing stuff – complicated and slow processes
- A sense that people are down because so much has been taken away from the community .
- If residents see things being done – real visible changes in the area it will kick start more enthusiasm and involvement
- Working together has not always gone well and this has taken its toll
- But lots of positivity from some residents about, for example, the TAMs and the Factory which feels like a great opportunity to get people involved.
- Affordable local housing is really important
- We should celebrate Knowle West's great sporting achievements and improve our sporting facilities to encourage new talent and enthusiasm
- A frustration that more people don't want to get involved or find it hard to get involved
- There are less places and fewer opportunities now for people to get together and find things out
- The need to change hearts and mindsets that nothing will get better
- A recognized need to enable and invite new residents to get involved – to be welcoming and inclusive
- The need for people to treat one another with respect in meetings

Appendix 4: Summary information and feedback from groups

Name	Purpose	Current priorities and challenges	Need for a KW Partnership?	KW Regen Framework priorities
Knowle West Health Association	Improve health and wellbeing via community kitchen, allotment, counselling, footcare.	Raise funding to maintain current services and activities and then look at future development. Single mums need more representation and support.	Yes – for purposes of referral, networking, shared outcomes starting with what the community wants, sharing some resources but not too formalised. Limited capacity to engage in this at the moment.	<ul style="list-style-type: none"> • Improve health and wellbeing , including mental health, • Raise income through employment, • close knit neighbourhood • Access safe open spaces (allotments and food production) • Arts and culture
Matthew Tree Project	Rebuilding Lives – wrap around support for people in crisis who are trying to make a positive change and don't have enough money for basic living expenses.	To meet the needs of clients in a volunteer based service (5 staff and 50 volunteers) Gain understanding of the crisis and empower people to make change	Believe in collaborative working but do not think local partnerships are working well. Needs to focus on a common goal and start with small collective tasks.	<ul style="list-style-type: none"> • Raise income through employment- need employers to bring good quality jobs, address skill shortages, promote local labour.
Inns Court Community and Family Centre	Currently reinventing itself, following collapse of charity running the centre. Plan to focus on children and families and intergenerational work in partnership with KW Children's Centre. Also manage Sprint Community Transport and MIDAS training for citywide community transport.	Survival and exploring how to take things forward now on a very small resource. (10 hours for Sprint and 4 hours for the community centre per week) Needs 2 long term tenants And more volunteer drivers	Currently no capacity to attend meetings. Any partnership would need openness and honesty and this has been a problem in the past. It would need to be task orientated. Would like to work more with KWHP. Interested in sharing resources – e.g. filling Sprint bus, receptionists, signposting for rental space	<ul style="list-style-type: none"> • Improve Health and wellbeing • Improve access to low cost transport • Reinforce close knit neighbourhood • Pride of Place • Develop play and youth facilities

Name	Purpose	Current priorities and challenges	Need for a KW Partnership?	KW Regen Framework priorities
Knowle West Media Centre	Using digital media to engage the community in arts and activism: <ul style="list-style-type: none"> • Build places, spaces and tools • Shape the future (Smart Citizenship – codesigning technology to meet needs, and enabling people to get online) • Make visible the culture that already exists. 	<ul style="list-style-type: none"> • To make real impact in the local community and to support other organisations • Develop Housing programme- more TAMS at Community Centre • Sustain Filwood Community Centre and support Rework • Sustain and develop the Factory at Filwood Green Business Park and provide access to skills in digital manufacturing • Digital City – Impact Find project to improve communication with and between communities 	Yes there is a need for a new partnership or a revamped Community in Partnership (CIP) It needs have a clear strategy and vision to focus on actions, celebrate the positive. Take forward the legacy of long term activists in a new shape. Must be transparent and open-communication, exchange, supporting each other. Develop skills to make it work well. People need to feel safe. Enable people to do stuff and have fun .	<ul style="list-style-type: none"> • Local choice of Housing size and tenure • Arts and culture • Build future proof community • Pride of Place • Public and Community Initiatives in advance of private investment • Raise income through employment • Develop play and youth facilities
Community in Partnership	To manage Filwood Community Centre and work in partnership in the community (?)	<ul style="list-style-type: none"> • Sustainability • Develop a shared vision for FCC • Getting FCC full • Strengthening the board • Clarity of staff roles and Board’s role. • Clarifying CIP’s role 	To improve how the community works together to address opportunities and challenges Be clear about who does what	

Name	Purpose	Current priorities and challenges	Need for a KW Partnership?	KW Regen Framework priorities
Knowle West Health Park	To improve the health and wellbeing of local residents and close the gap in inequalities using a community development approach	<ul style="list-style-type: none"> • Increasing the number of people we impact on • Work across the whole community to increase engagement • Work with other organisations and share skills and resources • Develop a common aim • Collaborate on fundraising 	<p>Yes we do need a partnership. It would need power and a purpose. People have come to rely on service delivery. We need to give them back what we have taken from them. Use asset-based approach and look outside of ourselves as organisations for solutions. Build relationships between residents. We need to facilitate change – lay out a range of options and build collective action. Some people are depressed and guarded, and we need to build relationships and trust. It must recognise the legacy – use opportunities like 80 years of Filwood Broadway and Filwood Festival.</p>	Improve health and wellbeing
The Park	Our aim is to support local people to learn, gain employment, be fit and healthy, appreciate each other, enjoy life and reach their full potential.	<ul style="list-style-type: none"> • Small team, huge demands on time, challenging buildings 	<p>To ensure that we do not duplicate work Work better with other organisations on joint projects So that we know what the community wants and needs and so that we can respond to this Strengthen the voice of local people Upskill residents so that they can join the board Something to pull us all together Increase level of volunteering</p>	<p>Raising income through employment Improving health and wellbeing Reinforce a close knit neighbourhood Art and Culture</p>

Name	Purpose	Current priorities and challenges	Need for a KW Partnership?	KW Regen Framework priorities
Re:Work	To relieve poverty and advance education among the residents of South Bristol, particularly among young people and the unemployed. To promote and/or provide training in skills of all kinds.	<ul style="list-style-type: none"> • Sustainability • Developing partnerships • Securing funding for core activities • New Chair 	<p>Would like to see a body able to drive the bigger issues. Co-ordinating and addressing the issues on Filwood Broadway A way of getting new and more residents involved in a way that has meaning for them. There needs to be more community development support</p> <p>Co-ordinated approach/not competing for funding.</p>	<p>A focus on key issues including children and YP not in.</p> <p>Raising income through employment Play and youth provision</p>
Knowle West Children's Centre	To support children and families via Children's Centre and Nursery School – soon to be the hub for whole of South Bristol	<ul style="list-style-type: none"> • Reduced Budgets • Maintaining front line service • Responding to scale of new reach area • Need to prove impact to retain funding 	<p>Children's Centre is outward facing and has to work in partnership to best support children and families. A new KW Partnership could be very positive and give parents a voice and raise aspirations. KWCC has parents who could contribute. The community is changing and it must involve all ages and cultures. Build on what's already happening and working.</p>	<p>All are important. Especially relevant to KWCC are: Health and Wellbeing Pride of Place Close knit neighbourhood Arts and Culture Play</p>
Churches Together/Lee Abbey	Supporting local churches and working with, resourcing and supporting residents – to serve where God leads them in the community	<ul style="list-style-type: none"> • Developing a more asset-based community development approach – connecting people in this way 	<p>To work together better To work with residents better in a way that is empowering To find better ways to communicate To collaborate and to work together with a common purpose To be much more than just a liaison between us and the council</p>	<p>Open space/pride of place Future Proof Community</p> <p>Let's focus on things that are in our control</p>

Name	Purpose	Current priorities and challenges	Need for a KW Partnership?	KW Regen Framework priorities
Filwood Hope Advice Centre	Advice - Debt, benefit, Housing, Older People, Employment			
Baptist Church	Church group, grass roots – support life recovery group, guitar group, work with Men Alive Group etc	Developing the land and historic part of the building Addressing isolation	We need a new and fresh approach We need a self-supporting framework	Health and Wellbeing
Knowle West Futures	Intention was to be a vehicle for the delivery of the Regen Framework – have been acting in the capacity of a planning group	Do we carry on? What is our purpose? Awaiting the outcome from this work.	More residents involved. Better working together	All of it and in particular Pride of Place.

Appendix 5: Knowle West Together meetings

Knowle West Together, Filwood Community Centre, 22nd November 2017

What are we already doing? What else could we be doing?

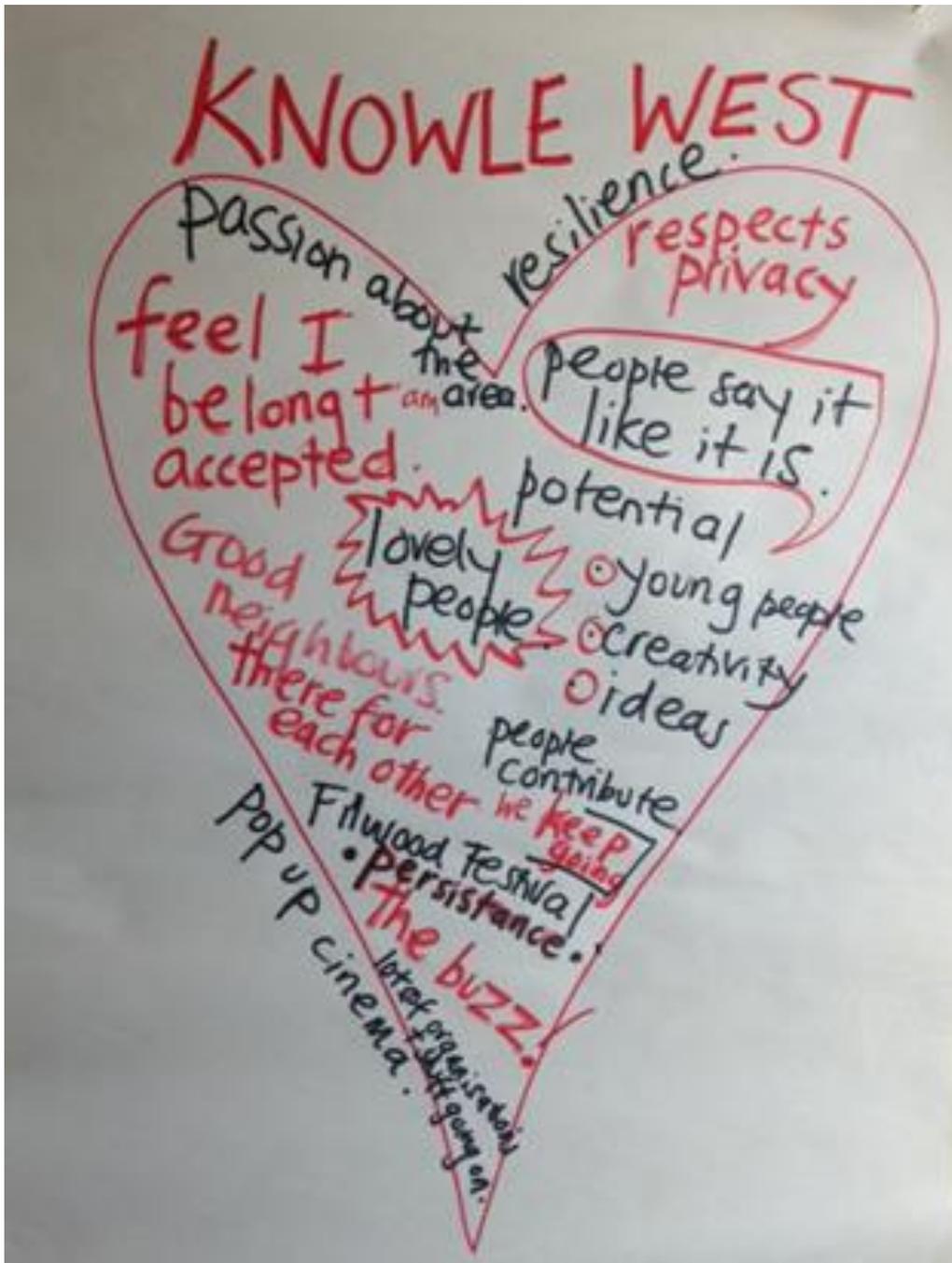
1	Income through employment
	<ul style="list-style-type: none"> • CIP leases shops on Filwood Broadway • Bristol Community Links drop in services, Trained employment/job coaches • Kate Bruce-NGage groups, training for work. In Filwood Community Centre • Filwood Green Business Park-more local jobs • Knowle West Media Centre-still training; factory (enterprise), media, digital. Apprenticeships, Volunteering, We Can Make House-local people building, plumbing etc
2	Improve Health and Wellbeing
	<ul style="list-style-type: none"> • CIP hosts BDP and ACE provision • Sphere (KWMC)-digital skills and other projects to work with 5 ways to wellbeing • CASS-outreach to the community about MH services, equalities and stigma • LPW-offers drop in at Filwood Library to support young people into EET-education, employment and training • The Park offer employment support • Knowle West Health Park-Piano, walking, intergenerational work, social prescribing, supporting health activities, increasing activities designed by users, celebrating 20 years of health park in 2018, Stop Smoking, Health Checks • KWCC-Free sessions for parents wellbeing • Bristol Community Links-support people with learning disabilities or dementia to access local community, zumba, disco, funday events. Adult day service for people with complex support needs-reducing social isolation • Linkage-promoting local activities & opportunities for older people, Supporting ideas that build connections between people
3	Widen local choice of housing, size and tenure
	<ul style="list-style-type: none"> • CIP has given space for TAM (we can make home) • Filwood Park new houses • Need affordable houses with 'pegged' rent
4	Refurbish existing housing stock
	<ul style="list-style-type: none"> • Empty houses/absent landlords, owners/force them to more habitable for rent • Trees are to be planted 2017/18 along Creswick Road in green spaces (not on pavements) to replace trees and hedges removed for metro bus route • Redraft-Rework (and gardens) • Knowle West front garden competitions (2016) • Daffodils planted Melvin Square, Filwood Broadway and parks • Legislate to make front gardens environmentally friendly (SUDS) rather than slabs of concrete car parking or less so 'pavors/gravel.
5	Develop and improve primary school provision
	<ul style="list-style-type: none"> • KWCC-rebuild Leinster Ave, more childrens education space • Bristol Community Links- Linking up with Greenfield ACT, KWCC, Creche

	<ul style="list-style-type: none"> • KWMC schools programme • LPW-support local primary schools lunch time activities
6	Reinforce a close-knit neighbourhood
	<ul style="list-style-type: none"> • CIP provides event spaces • Cohesion Picnic to support diversity and stand against hate crime • St Barnabas Church-community meals and coffee mornings etc • KWCC plans to develop Inns Court and family centre for the community. Intergenerational Project with Mede Sprint • Bristol Community Links-community café open to public. Venue for community groups with reduced room hire. Joint projects with Knowle DGE, local schools • The Park-other college courses, short courses, the gym • Learning communities team-free adult courses • KW Fest • KWMC-Would like to meet, knowledge, knowlewest.co.uk, event spaces • Making local people more aware of local services in area • Creating opportunities to meet , learn about each other, share skills, Linkage could support that working with partners
7	Access safe, ecologically rich, open space
	<ul style="list-style-type: none"> • KWHP-activity park and mile walk. New orchard to be planted • Orchard outside community centre-local resident • Northern Slopes-Green Gym, AWT, Community Group, Cycle Track • Growing support project-charitable organisation working with people with dementia in care home gardens and community settings
8	Pride of Place
	<ul style="list-style-type: none"> • Branding of KWsite and Knowledge and new whats on embedded • Landmarks-library, old swimming pool, bingo hall • Community Spirit • History Group
9	Build a future-proof community
	<ul style="list-style-type: none"> • The factory-KWMC-latest making and manufacturing skills and business development • Citizen sensing-local people using latest tech to create positive change for issues they care about • The Park, Springfield allotments, Redcatch community garden, food growing • Rework Redraught project • KWCC-creating garden and veg patch for children • KWMC-Solo, 3E
10	Improve access to low cost transport
	<ul style="list-style-type: none"> • Mede Sprint/Catt Bus • Cheap hire electric bikes for work transport, job seeking • Electric transport/charging points
11	Public and community initiatives in advance of private investment

	<ul style="list-style-type: none"> • Man Alive-bake and cook in Springfield Allotments
12	Improve arts and culture
	<ul style="list-style-type: none"> • Bristol Community Links South-drop ins 'Boccia' sessions (indoor football). Sporting memories sessions open to people with dementia and carers • Sew Clever-Filwood Broadway • KWCC-work with artists and local families. Redevelopment of Inns Court Family Centre • KWHP-Art on Referral, Art Fun day • Better bus service links/com, bus, taxis etc • Withywood Centre, Bishopswoth/Filwood Library, Re-Store • Other services-local cafes, linkage, silvecare Brandon Trust • KWMC-various events and projects i.e. I will always have you • LPW and Street Space-offer sports and arts and crafts • Filwood Broadway-Pop up cinema
13	Develop play and youth facilities by planning with young people
	<ul style="list-style-type: none"> • LPW run boys group/cooking sessions and teen fit sessions. Youth sessions, gym sessions. Offer play sessions in local parks. • Streetspace provide a drop in for youth • KWMC-jump studio, change creators, XLR, jump into journalism, alt delete, creative hub • Bristol Community Links-St Johns Ambulance, Scouts • Streetspace and LPW run boys club and graffiti sessions • KWHP-Beatz Dance, Childrens and YP boot camp
	Anything else?
	<ul style="list-style-type: none"> • Involving residents and listening to youth in the area • BCC=Opportunity-will be £600 to support resident 'get togethers' and influencing. Perhaps will be some grant funding for local decision making. • Link into Southmead-they're doing a lot of work driven by residents through Team Southmead • Jan/Deb 2018 influencing CIL funding • Local businesses getting involved more like shops • KWHP provide sessions for good health • Organisations working together to look at joint projects and funding opportunities • Community groups ran by the community, for the community and managed by the community only • Future? History vision point Filwood CC is 80 years old working with KWMC

Knowle West Together 21st Feb 2018 2- 4 pm Filwood Community Centre

What do you love/ What are you proud of?



Workshop – 2 groups working through the following questions:

How are residents currently involved in community life in Knowle West? What is working well?

How can we encourage and support more people to get involved? Why do this? What would help us?

There are lots of brilliant things happening in Knowle West. How do we bring it all together to make the best of opportunities, people and resources?

How are residents currently involved in community life? What's working well?

Group 1

Walking group Silver Screen Fit n Fab

Social clubs aren't as popular now – tends to be the same people.

People like taster sessions to try things out

Man Alive (at Springfield Allotments)

KWMC young people's workshops KW Fest

Street Space The Knowledge Tea and Singalong

International Women's Day.

Group 2

As a resident I feel invisible

The organisations decide to do things on our behalf

Knowle West Fest

Service providers connecting to people on the ground

Man Alive Rising High Baking Men's woodworking

Our Time Group The Knowledge and website

KWHA etc – organisational networks

Youth services are keen to get involved

People given opportunity and encouragement.

2. How can we encourage and support more people to get involved and raise the awareness of opportunities?

Group 1

Make things fun and activity-based Opportunities for making stuff

Enable people to feel valued Keep it informal

Telling stories, using film

Group 2

Creating a positive image for the place e.g. community centre

Need something to get enthused and excited about

Find out what different types of people go to and do

Create positive open spaces to draw people in

Technology can be a barrier for some- we need other ways of engagement

Take a bit of ownership and leadership

Small actions can be a good start

Tell people they don't need permission

Organisations do more visible actions in the community and support in a more obvious way.

3. There are lots of brilliant things happening in Knowle West. How do we bring it together to make the best of current and future opportunities, people and resources?

Group 1

Asking people directly

Using the website

Have a community swap shop

Group 2

Quick decisions Visible Action Link up with businesses

Conversation and face to face effort Right amount of support

Asset mapping – speaking to people- get more residents involved

Groups join force Residents group

Connect with local media

Create a safe comfortable space where people come to share their thoughts and opinions and feel confident about doing that and don't feel invisible.

Appendix 6: Collaborative Leadership Information

Collaborative Leadership

It is important that everyone in the partnership see him/herself as a collaborative leader. A collaborative leader understands that shared leadership and accountability are needed for the community to reach its results. An effective collaborative leader has particular knowledge, skills and attitudes. These are captured in the chart below:

KNOWLEDGE

Collaborative leaders need to understand:

- Their own strengths and weaknesses
- Their own values and interests —what they are passionately committed to creating and why
- Results-based decision-making
- The community's relationships, assets and interests
- Issues of power and equity
- That community change is not a linear process
- The levers of change and how to move them
- How systems interact in the community

SKILLS

Collaborative leaders need the ability to:

- Communicate in a non-threatening way
- Generate trust
- Facilitate meetings
- Create safety so that people can take risks
- Use interpersonal skills to deal with all people
- Relate to people
- Share power
- Prioritise and manage time
- Listen and hear clearly from diverse voices
- Speak in a way that respects the interests of others and provides clarity in the dialogue
- Create win/win negotiation and reciprocal relationships
- See and create opportunities for people to make contributions
- Ensure that everyone follows through on their commitments
- Work out where the partnership is in achieving its goals and what the appropriate next steps should be

ATTITUDES

Collaborative leaders need to value:

- The local decision-making process
- Diversity and inclusion
- The strengths and challenges of communities
- The experiences of those who have been part of the traditional services system
- Youth as resources and stakeholders
- Community members as knowledgeable about what is best for their community
- Data as a means of supporting decision-making
- A range of funding and resources, including informal and in-kind supports
- Making better use of existing resources

Appendix 7: Proposed budget

Ideal

Knowle West Alliance - draft budget			
	2018	2019	Possible source of funding
Knowle West Partnership Community Worker	£ 23,600	£ 24,072	KW Regen budget/BCC
Knowle West Partnership Business and Economy	£ 10,000	£ 10,200	KW Regen budget/BCC
Knowle West Partnership Facilitator	£ 20,042	£ 20,443	Quartet
CIP Bus Dev Funding	£ 10,000	£ 10,200	Quartet/BCC
Enabling Budget - room hire, project work etc.	£ 6,000	£ 6,120	Partners
Small grants pot	£ 20,000	£ 20,000	Quartet/Lottery (start with an Awards for All - £10k bid?)
TOTAL	£ 89,642	£ 91,035	
Match Funding			
2 day per week community development from BCC (to be confirmed)			
Partner time			
Partner existing budgets			

Budget for Funding the Future Quartet bid

Item	Cost Y1	Cost Y2	Cost Y3	Notes and Queries
Community Development Worker – 3 days per week pro rata £26,000 per year + 20%	£22,341			Year 1 Includes on costs for NI (£2184) + £1000 for phone, travel, expenses. Match funded by lead org. with office space Management costs at 20%.
Small Grants Pot- pilot	£2,500			Included in CDW package
Vivid – Partnership Facilitation and development	£5,250			14 days @£375per day Sep 18-Jan 19 Identify funding for further facilitation as required (part of Lottery bid?)
Local business support/CIP support	£4,900			Link with Business Support
TOTAL	£34,991			

Appendix 8 Knowle West Get Together Drop-in

18th May, Filwood Community Centre

Summary of Feedback/Ideas/Questions

What do you think about this idea for a Partnership?

- It's a very good idea- the organisations here are excellent, if we can co-ordinate better, the sky's the limit
- If all the successful organisations work together, Knowle West would be a force to be reckoned with.
- Not enough publicity about this partnership yet – we need to get it known around the area. But it's a good positive thing.
- Should the police be involved in the partnership?
- It should have working principles around being innovative, long term thinking, prevention of problems, providing encouragement
- Agendas may vary, communication is needed between organisations. How can groups help each other?
- Equality – for members of the community to come to meetings in an equal partnership with paid workers there needs to be a reward/payment to recognise their contribution. Expenses, vouchers ?
- I'm very positive about the business grouping. They should make contacts outside the area as well as within.
- It will be critical to define the roles and responsibilities of each group
- We need to grow leadership skills
- How will the partnership relate to political powers and other power structures?
- It's a good idea to have a facilitator for the main partnership.

What would you like to see the Partnership do?

- Can there be small grants to help residents get things done?
- Provide clarity about who is leading on regeneration and involving the wider community in it.
- We should tie it into issues around Section 106 and Community Infrastructure Levy
- We need : lots more houses, more activities for young people, more job opportunities, no litter, more elderly care, no violence, learning, no damp issues.
- I don't know anything about this regeneration plan they're talking about. Is it still relevant? Let's update it. The community is evolving all the time.
- A local community What's On mobile app
- More events and a structure for big plans
- More involvement with young people
- Encourage positivity and not destruction
- Better use of facilities – outdoor five a side courts need to be looked after and promoted
- Open the shops, have better policing, need a youth club.
- Help parents to challenge the gang culture
- Be able to bring in expertise or new ideas and make them accessible to everyone.
- We want more events to bring us together – people are on their phones all the time
- Talk to Kevin and Kerry at the Café on Melvin Square re business forum
- Need to use social media to get the message out
- We need to start with young people and involve them
- We all need to be singing from the same hymn sheet
- Not meetings – conversations!

What do you think is good about Knowle West?

- Some good things we have now are: a sense of community, the media centre
- Community spirit – we help each other out.
- Things have moved on a lot in the last 5 years
- Superb place, great people
- I've lived in Knowle West for forty years and I absolutely love it. People pull together. But there is more to Knowle West than we are seeing.