Research into the importance of Bristol’s Community Anchor Organisations and the role that Quartet Community Foundation can play in supporting their future development

Report for Quartet Community Foundation

Report by Vivid Regeneration LLP

November 2017 Final
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Cover: Illustration by Ruth Whiter with thanks to Southmead Development Trust.

Photos: Lawrence Weston Youth Centre, Wellspring Healthy Living Centre, St Werburghs Community Centre.
1 Executive Summary

1.1 Community anchor organisations play an important role in local communities. Community anchor organisations are community led, independent of the council and other bodies and tend to be multi-purpose, often managing community buildings and other assets, operating as social enterprises and surviving through generating a diversity of income streams. Such organisations may be referred to as Community Associations, Community Centres, Development Trusts, Neighbourhood Trusts, City Farms, or Healthy Living Centres. In Bristol examples include St Werburghs Community Centre Association, Windmill Hill City Farm, Lockleaze Neighbourhood Trust, Barton Hill Settlement, Knowle West Media Centre and Hartcliffe and Withywood Ventures.

1.2 Austerity and cuts to public sector budgets have had a significant impact on services and activities at a neighbourhood level across Bristol. The impact of cuts to the Voluntary and Community Sector (VCS), including to community anchor organisations, has been considerable.

1.3 As the local authority redefines its role with less money, community anchor organisations will become increasingly important as a vehicle for investment and for the delivery of services and activities at a neighbourhood level. Such organisations need to be robust and able to respond to local needs and opportunities.

1.4 Without strong community anchor organisations, and a strong community voice at a neighbourhood level, there is a risk that citywide and national priorities from government or other funders and investors (be it enterprise, education, health, housing, childcare) will not have the intended impact at a local level. There is a risk that such agendas will not be locally owned or designed to work well at a local level. They may not be connected to the other things that happen locally nor sustainable in the longer term. Community anchor organisations play a key community development role in this respect as an interface between top down agendas and bottom up community led solutions.

1.5 Some community anchor organisations are responding well to the changing times. A number have developed successful trading arms and are successfully generating income and reducing their dependence on grant funding. Others are struggling to survive. Some of the struggling organisations are located in areas of disadvantage. As a result, access to services and activities and the ability of neighbourhoods to influence what happens at a local level varies significantly from neighbourhood to neighbourhood.

1.6 Quartet Community Foundation (Quartet) commissioned this report to test the hypothesis that if organisations are given time and support, they can move towards generating diverse and sustainable sources of income and be better able to take a leadership role and make the most of new opportunities as they become available.

1.7 The research has included:
   (1) mapping key community anchor organisations in priority neighbourhoods of Bristol
   (2) find out what help organisations need
   (3) identifying where Quartet could play a role in making a step change in how community anchor organisations sustain their services and activities.

1.8 In terms of future opportunities, there is a growing interest in community energy as a route to generating income for communities. Other growth areas include community owned nurseries and social care provision. There is an emerging community led housing movement in Bristol with some community anchor organisations looking at the feasibility of developing homes to meet local housing needs with a view to creating long-term revenue streams for their organisation. The disposal of public sector land and buildings could provide important opportunities for organisations to develop new assets for their community.

Without strong anchor organisations these opportunities will not be realized.

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1 By priority neighbourhood we mean neighbourhoods that include small areas (Lower Super Output Areas - LSOA’s approximately 1,500 people each) amongst the 10% most deprived in the country.
1.9 There are a number of current and future funding opportunities including forthcoming City Funds, Power to Change place based investment and other social investment products that could help communities to realise these ambitions. However, many organisations are nowhere near investment ready. Many will require grant funding to develop their plans before they are ready to access and payback loan finance for projects.

1.10 This report concludes that support would be welcomed both by organisations themselves and by the local authority, infrastructure organisations such as Voscur and Locality, and other stakeholders including funders. Organisations would like help to:
- Investigate opportunities to acquire or use assets to produce new revenue streams including community energy, community housing, nurseries, social care, asset transfer of buildings
- Explore or move to new business models
- Set up a social enterprises or trading arms to generate income
- Gain skills to enhance fundraising including looking at the feasibility of loan finance
- Strengthen board and key staff skills
- Explore mergers, partnerships or other forms or collaboration
- Evidence the difference their work makes
- Strengthen their understanding of what local people want to see and do
- Use technology to improve efficiency and reach
- Backfill key posts to give staff time to develop solutions.

1.11 It is incredibly difficult for organisations to secure funding to support this type of business development approach as most funding is targeted towards activities and service delivery. It is almost impossible to secure funding to backfill key staff posts required to give organisations time to develop new enterprises.

1.12 It must be recognized that the visible impact of any business development investment of this kind is likely to be longer term and require larger amounts of funding over a longer period of time.

1.13 This year Quartet has piloted providing this type of support to four community anchor organisations. This has enabled these organisations to take time out to invest in new approaches and to secure additional investment and make changes to their business models.

1.14 It is the recommendation of this report that Quartet should consider prioritising support to community anchor organisations as a key area of work over the next 1 to 5 years. Ideally investment would not come from diverting existing funds but through working with philanthropists and other investment partners to build a new fund.

1.15 Local organisations report that applying for and managing multiple streams of funding is time consuming and bureaucratic. It is the recommendation of this report that Quartet approach other funders to explore a joint approach to funding community anchor organisations through these challenging times. Aligning funds would ensure a joined up approach to investment that would make sense both for the investor and for the organisation receiving the funding.

2 Approach

2.1 Research for this report has involved mapping community anchor organisations across the city through consultation with Voscur, Locality, BCC and local organisations and residents. This was a fairly high-level exercise and not an in-depth study. There are likely to be organisations not mentioned but important. The mapping has focused on areas of disadvantage as priority neighbourhoods for Quartet (neighbourhoods with areas amongst the 10% most deprived areas of the country). The detailed findings from the mapping exercise are available in a separate report.

2.2 The research focuses on community anchor organisations that are charitable in their aims and not for private profit. Such organisations can generate surpluses but where they do they are reinvested to support the charitable work of the organisation. The research has not included mapping faith based organisations though it is recognized that churches, mosques and other faith based organisations are also key anchor organisations and play a key role in supporting local people and local communities. It should also be noted that schools and children’s centres are important community hubs but have not been included in this research.
2.3 The mapping concentrated on identifying community anchor organisations that have either lost BCC or other funding or who are facing challenging times and in need of finance and support. Again, not all organisations will have been identified. This should not disadvantage other organisations from applying to Quartet.

2.4 The research included some early conversations with several community anchor organisations to identify what support they need and what will help them to move forward.

3 Context

3.1 Bristol is often quoted as one of the best places to live in England. However, not everyone is able to share in the benefits of Bristol’s thriving economy. The Indices of Deprivation for England identifies 42 small areas of Bristol that fall within the 10% most deprived areas in all England. See Appendix 1 for a more detailed analysis. Deprivation is not just geographically focused. Some people are more likely to face disadvantage including black and minority ethnic (BME) people, disabled people, women, lesbian, gay and bisexual people, transgender people, young people, older people and some people of faith.

3.2 Public sector budget cuts have led to cuts to public services at a local level, including to youth services, housing support, tenant participation, public health interventions, community development, library services, translation and interpretation, access to public buildings, neighbourhood partnership funding and parks maintenance. These cuts are more apparent in areas of deprivation. Residents and communities have seen public sector workers and services retreat from their neighbourhoods over recent years.

3.3 The voluntary and community sector (VCS) can and does play a key role in delivering effective and high-quality local services to meet the many challenges faced by residents in Bristol. At their best VCS organisations are trusted, reactive, resourceful and impactful. The VCS demonstrates that people can take a lead, building community strength and resilience with less reliance on the state.

3.4 Austerity and cuts to public sector budgets have had a significant impact on the VCS for a number of reasons.

(1) VCS organisations have taken on some previously public funded services e.g. youth work and youth centres, community development, library buildings, neighbourhood forums.

(2) Public sector cuts and benefit changes have led to an increase in the demand for VCS services e.g. money advice.

(3) Public sector cuts have led to cuts in funding to the VCS sector.

3.5 Bristol City Council (BCC) must make £92m of cuts by 2022. As part of this BCC changed the way that it be makes grants to the VCS and in 2017 a new pooled fund for BCC direct grant investment was launched called the Bristol Impact Fund (BIF).

3.6 The BIF has been hugely oversubscribed attracting £7.7m worth of bids for £3.4m worth of funding. Appendix 2 sets out how the BIF investment has been allocated by (1) Service area (2) Geographic area and (3) Ward. The BCC grant administration team report that a number of strong bids could not be supported due to budget constraints. Quartet report that they have been approached by a number of organisations requesting funding due to the loss of BCC and grants. Other funders including the Lottery and Trust funds also report that demand for their non-repayable investment (grants) is higher than at any other time.

3.7 BCC have made no commitment to grant fund the VCS sector beyond 2021. Even those organisations that successfully bid into the BIF will need to consider and begin planning for a future without local authority funding. If organisations are going to survive and thrive they are going to have to look at new business models going forward.

3.8 At around the same time as the BIF grants were announced, BCC announced that Neighbourhood Partnerships would no longer be funded. The Neighbourhood Partnerships role had been to build the participation and involvement of local people in decision making at a local level. The budget for Neighbourhood Partnerships was reduced by half in 2017 and will be removed altogether by 2019.
3.9 BCC Officers have worked with residents and the VCS sector to establish new community-led alternative arrangements for a future without Neighbourhood Partnerships. These have taken different approaches in different areas depending on the community infrastructure in place and the energy and ideas people brought forward. Again, Quartet has seen an increase in the number of organisations approaching them for funding during this time.

3.10 And finally, many public sector organisations are reviewing their estates and are looking to dispose of publicly owned building and land to reduce costs and raise capital. This includes library buildings, health facilities and land for housing and employment. This creates both a threat and an opportunity for local communities.

3.11 There are several funders (both grant givers and social investors) who are increasingly interested in taking a place based investment approach to supporting the VCS with a focus on Community Anchor Organisations. Investors include Power to Change, Bristol and Bath Regional Capital (BBRC), Big Society Capital, Esmee Fairbairn and others. This is largely driven by an agenda and desire to build more resilient and enterprising communities and to help organisations to become less dependent on the state and on grant funding. Power to Change has recently announced that it will be investing several million pounds in Bristol through “Place Based Investment”. Community Anchor Organisations will be a key route through which this investment will take place and the likely applicant and recipient of funding. A potential risk for the city is that there will be winners and losers depending on the strength and ability of communities and in particular community anchor organisations to respond to these opportunities, with the risk that investment may not necessarily go to areas and communities most in need.

3.12 Quartet is already supporting four Bristol based organisations2 with grant funding to support them to change their business model and to enable them to play a stronger role in their community with more sustainable income streams. Based on these pilots Quartet is keen to explore how it might support other key community anchor organisations to become more resilient, better able to face the future with less dependency on grant funding.

3.13 The purpose of this paper is to:

(1) map key community anchor organisations in Bristol
(2) find out what help organisations need
(3) identify where a Quartet fund could play a role in making a step change in how community based organisations sustain their services and activities.

3.14 Through this work, Quartet is testing the hypothesis that if organisations are given time and support, they can move towards generating diverse and sustainable sources of income, and be better able to take a leadership role and make the most of new opportunities as they become available.

4 What is a Community Anchor Organisation?

4.1 Community anchor organisations are diverse in terms of size and scope though they tend to have the following characteristics:

- Are community led and independent of the council and other bodies.
- Often own and manage community assets. They are most often multi-purpose and provide a broad range of solutions to local opportunities and issues. Examples include development trusts, community centres and neighbourhood trusts.
- Can act as catalyst, incubators and hubs for broader community activity including hosting smaller VCS organisations and resident led and other groups.
- Can provide a focal point for community leadership and take the initiative in response to emerging local issues within their communities.

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2 Hartcliffe and Withywood Partnership (HWCP), Easton Community Centre, Buzz Lockleaze, Lockleaze Neighbourhood Trust.
- Have strong local membership and strong links to their community able to provide important local accountability, expertise and legitimacy.
- Are trusted and skilled in local engagement work and can reach out to all residents understanding and addressing the barriers to participation that some residents face.
- Can help bring money and opportunities into an area.
- Are focused on their area of benefit and are around for the long term.
- Promote social justice, equality and inclusion.
- Provide high quality volunteering opportunities with volunteers playing a key role in the management and operation of organisations
- Can play an important role in regenerating neighbourhoods and supporting economic development.

4.2 3 examples of Community Anchor Organisation are included in Appendix 3.

4.3 Locality is a national network of enterprising community-led organisations working together to help neighbourhoods thrive. In Locality’s words:

“We believe that community anchor organisations are fundamental to the creation of successful and self-confident neighbourhoods, uniquely placed to provide solutions to many of the intractable economic, social and environmental problems we face as a society. They foster self-reliance rather than dependency, and provide communities with a degree of resilience to cope with changing circumstances. They are independent organisations, working interdependently with the public and private sector locally.”

4.4 It is important to note that community anchor organisations are not always able to play the positive role described above. Many organisations struggle to fulfil this role for several reasons including:

- Having building or buildings that are a liability not an asset with organisational time and resource focused on trying to make the building work financially and operationally.
- Failing to reach out to the local community lacking legitimacy as a lead organisation.
- Based in a neighbourhood where there is contested leadership with one or more other organisation(s) also wishing to or successfully playing the role.
- Not feeling welcoming to all residents and service users.
- Being a gatekeeper and not empowering more and new residents and groups to be involved.
- Being dependent on grants or one income stream or not able to secure funding and income to sustain its services.
- Not being able to adapt to the fast-changing climate that the VCS sector now finds itself.
- Not being able to secure the commitment of skilled trustees/directors and other lead volunteers and not able to recruit or retain skilled workers in key posts.
- Not able to provide services and activities that are wanted or needed by local people and groups.
- A reputation for not working well in partnership with others VCS organisations or with the private, public or voluntary sector.

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3 Locality is a national network of community-led organisations who work at a neighbourhood level. Locality offer advice and support to community anchor organisations in Bristol and across the country. Locality is currently offering support to key anchor organisations in Bristol to develop new income streams through opportunities arising from the future asset transfer of public-sector buildings and through action to strengthen local economies.
5 Findings

5.1 BCC created and delivered a robust process for the redesign and recommissioning of VCS grants. There have been winners and losers with some good projects not funded. There has been some criticism by organisations that the inner-city secured more of the BIF than the outer estates.

5.2 Workers interviewed for this research were in general agreement that community anchor organisations can and do play a key role supporting neighbourhoods, residents and other VCS groups. One stakeholder emphasised that “one size does not fit all” and that local solutions should continue to be based on local needs and aspirations. One stakeholder warned against “setting up mini local authorities” and commented that community anchor organisations can sometimes act as a barrier not an enabler to wider community involvement.

5.3 Resident groups and smaller organisations emphasized the leadership role a community anchor organisation can play in a locality providing physical space, signposting, providing up to date information about activities and services, identifying and working with others to address gaps and to be a focus for innovation and long-term planning.

5.4 Voscur\(^4\) expressed an interest in exploring stronger partnerships with community anchor organisations as a key route to supporting smaller VCS organisations and groups. Existing examples of this approach include: Trinity Community Arts supporting a smaller organisation to gain “Visible” accreditation for their community building, Barton Hill Settlement delivering monthly information workshops to smaller VCS groups, Southmead Development Trust (SDT) providing support and managing funds on behalf of Team Southmead and BS10 Parks and Planning group.

5.5 One worker interviewed emphasized the role that key community anchor organisations should play in bringing different communities together. For example, recent research undertaken by the Barton Hill Settlement identified that Lawrence Hill ward communities often operate in silos, “split mainly into the Eastern European community, the Somali community and the long-standing community with each group creating social and practical network that allowed them to exist in isolation without the need to integrate”\(^5\). Community anchor organisations should and could provide spaces and opportunities for different people to meet and work together, breaking down barriers and improving understanding and community relationships.

5.6 The view was expressed that there was a lack of diversity (including amongst management committees, paid workers and volunteers) across the VCS sector and commented that a significant number of BME led organisations had closed in recent years. The point was made that supporting larger traditional VCS organisations would not necessarily increase the diversity and inclusion of communities of interest. Community anchor organisations have an important role to play but need challenging and upskilling in this respect.

5.7 Locality believe that community anchor organisations need to work better with more dynamic entrepreneurs, small and medium sized businesses and community interest companies rather than just collaborating with the more traditional voluntary sector. The view was expressed that these more dynamic players were better able to reach some groups (e.g. young people, BME communities). Successful community anchor organisations need to be open and to encourage new ideas, supporting new communities, and prepared to do things in new ways.

\(^4\)VOSCUR are currently funded by BCC to offer support, advice and advocacy to the VCS sector. They are leading a new VCSE (Voluntary Community Social Enterprise) strategy for the City with the aim of (1) Demonstrating the value and impact of the sector (2) Demonstrating that the sector provides credible solutions to shrinking public funding (3) Reducing duplication and increase effectiveness of activities delivered by sector, and (4) Fostering collaboration within the sector and with others.

\(^5\)BHS Annual Report 2016
5.8 There was agreement that community anchor organisations had a role to play in investing in and involving young people, giving them a voice and an ability to be at the heart of things. Some organisations do this really well e.g. Knowle West Media Centre.

5.9 Enabling access to digital technologies and harnessing digital space was seen as a key role of community anchor organisations. Some organisations are doing this much better than others.

5.10 Some community anchor organisations have made significant progress in moving towards more financially sustainable business models with more of their funding coming from earned income or service contracts. Windmill Hill City Farm, Southville Centre and Wellspring HLC were all cited as examples of good practice. Other organisations are struggling for a number of reasons including difficult buildings, size of organisations, competition from other local organisations, lack of skilled staff and capacity of volunteers. A specific challenge facing the estates located in outlying areas and in areas where disposable income of the majority of residents is low is that the ability to trade and to earn income from the local population or local services is much more limited. Limited and expensive transport also plays a role.

5.11 Some organisations are struggling to move on from a grant dependent culture. As a result their income and reserves have reduced and trustees have had to make key posts part time where they were previously full time, reducing the time that paid staff have to fundraise or explore new business development opportunities. This is often a downward spiral of decline for an organisation.

5.12 In terms of future opportunities, there is a growing interest in community energy as a route to generating income for communities. Other growth areas include nurseries and social care. There is an emerging community led housing movement in Bristol with some community anchor organisations looking at the feasibility of developing homes to meet local housing needs with a view to creating long-term revenue streams for their organisation.

**Without strong anchor organisations these opportunities will not be realized.**

5.13 A number of organisations said that they just didn’t have the time or capacity to properly evaluate potential opportunities and to decide how much time and energy to put into following these up.

5.14 Very few organisations have taken up loan finance and social investment and there is still reluctance even from established and successful organisations with experienced CEOs to make this step change. Barton Hill Settlement, Southville Centre and Southmead Development Trust are the exceptions. They have borrowed money to invest in business opportunities (e.g. redevelopment of a building to house a statutory service, a new build Nursery on a second site, solar panels for an existing community building). As these organisations successfully develop new assets their capacity, experience and balance sheets will grow enabling them to do more and to take up more investment opportunities into future. There is a risk that other organisations will increasingly fall behind.
5.15 Quartet has already piloted a new way of supporting community anchor organisations. Relevant examples include: (1) Funding for Easton Community Centre to enable the community asset transfer (CAT) of their building plus an introduction to Bristol and Bath Regional Capital to provide a loan fund for the establishment of a new Nursery within the building. (2) Funding for Hartcliffe and Withywood Partnership to enable them to review their purpose, to improve the income generating potential of their building and to research other income generating opportunities for the organisation. (3) Funding for Lockleaze Neighbourhood Trust to enable them to backfill their CEO post and to provide time and money to investigate income generating opportunities associated with the 700 new homes to be built in the neighbourhood. Alongside the financial investment, in each of these cases the Quartet philanthropist has played an active role in providing advice and support to the groups.

5.16 The work of this report has focused on geographical communities. It is recognized that communities of interest are not geographically based. Stakeholders interviewed for this report emphasised the needs of communities of interest and the important role that community anchor organisations could play in supporting and empowering them.

5.17 A second report has been submitted alongside this report which includes more detailed information about community anchor organisations in Bristol identifying some of their strengths and weaknesses and outlining specific areas of support that have either been requested or are required. It is from this more detailed report that these findings have been generated.

6 Conclusions

6.1 The VCS response to the fast-changing funding climate of recent years is mixed, with some organisations and some areas faring better than others.

6.2 Community anchor organisations will become increasingly important in localities as the role of the local authority moves from being the deliverer of services to an enabler of services.

6.3 BCC and local infrastructure organisations recognise and support Quartet’s interest in supporting key community anchor organisations, provided that any investment decision carefully considers the strategic and local context and the strengths and weaknesses of the organisation or network of organisations looking for investment.

6.4 Community anchor organisations would welcome funding and support. Key staff say that they would welcome expert help and having their posts “backfilled” to give them the time to explore new income streams and new business models.

6.5 Quartet has a good reputation in localities and a track record of providing grants to support organisations during times of change. Quartet provide grants of up to £5k to organisations and also invest larger amounts for specific project in relation to specific funds. £5k will be appropriate for some organisations though for many organisations a more significant level of investment will be required and required over a number of years.

6.6 Organisations want funding to support them to:
   • Investigate opportunities to acquire or use assets to produce new revenue streams (e.g. Workspace, Community Space, Nursery, Energy, Housing)
   • Explore or move to new business models
   • Set up a social enterprises or trading arms to generate income
   • Gain skills to enhance fundraising including looking at loan finance
   • Strengthen board and key staff skills

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6 Community Asset Transfer is the transfer of management and/or ownership of public land and buildings from its owner (usually a local authority) to a community organisation (such as a Development Trust, a Community Interest Company or a social enterprise) for less than market value – to achieve a local social, economic or environmental benefit.
• Explore mergers, partnerships or other forms of collaboration
• Evidence the difference their work makes
• Strengthen their understanding of what local people want to see and do
• Use technology to improve efficiency and reach
• Backfill key posts to give staff time to develop solutions.

6.7 It is difficult for organisations to secure funding to support this type of business development work. Most funding is targeted towards activities and service delivery. This year Quartet has piloted providing this support to four community anchor organisations. This has enabled these organisations to secure additional investment and to begin to make changes to their business models.

6.8 Community anchor organisations are in need of advice, support and funding and this should be responded to as a matter of urgency.

7 Recommendations

7.1 It is the recommendation of this report that Quartet considers prioritising support to community anchor organisations as a key area of work over the next 1 to 5 years. Ideally investment would not come from diverting existing funds but through working with philanthropists and other investment partners to build a new fund.

7.2 Local organisations report that applying for and managing multiple streams of funding is time consuming and bureaucratic. It is the recommendation of this report that Quartet consider approaching other funders to explore a joint approach to funding community anchor organisations through these changing times. Aligning funds would ensure a joined up approach to investment that would make sense both for the investor and for the organisation receiving the funding.

7.3 If Quartet identify and prioritise funding for community anchor organisations they must carefully consider how to manage demand. Investment should be targeted to:
• Organisations serving areas of high deprivation
• Organisations that can demonstrate board level commitment
• Partnerships interested in considering merger or closer collaboration with others
• Organisations and neighbourhoods with the local desire and ability to make change happen
• New ideas and new approaches with organisations able to lead change and share learning with others
• Organisations wanting to develop strong and accountable governance
• Organisations with the vision and drive to move towards a more sustainable future
• Organisations and neighbourhoods where significant opportunities or threats exist.
Appendix 1: Bristol Index of Multiple Deprivation

Map 3: Index of Multiple Deprivation showing Most Deprived LSOAs from 1% to 10%
Source: Department for Communities and Local Government, Indices of Deprivation 2015

Source: Bristol City Council
## Multiple Deprivation 2015 – Bristol “small areas” in the most deprived 10% in England

<table>
<thead>
<tr>
<th>LSOA11 Code</th>
<th>LSOA11 Local name</th>
<th>Ward</th>
<th>IMD Rank where 1 is most deprived</th>
<th>IMD % rank</th>
<th>Bristol rank</th>
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<td>Southmead</td>
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<td>Eastville</td>
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<td>E01014729</td>
<td>Marksbury Road</td>
<td>Windmill Hill</td>
<td>3,223</td>
<td>9.8</td>
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</tbody>
</table>

Source: Bristol City Council
Appendix 2: Bristol City Council’s Impact Fund
Source: Bristol City Council, Cabinet Report 2017

Figure 4: Proposed Funding broken down by Service Type

Source: Bristol City Council

13
Figure 6: Proposed funding by ward (where ward of coverage specified)

Funding for citywide projects totals £1.72 million
Funding for Voice and Influence projects totals £140,000
Funding for ward specific projects totals £1.42 million (shown on map)

For mapping purposes, where a project covers specific wards, the total amount of funding for that project is shared equally across those wards. Citywide projects are not included in the ward funding.

Source: Bristol City Council
Figure 7: Proposed funding by ward (where ward of coverage specified)

Funding for citywide projects totals £1.72 million
Funding for Voice and Influence projects totals £140,000
Funding for ward specific projects totals £1.42 million (shown in chart)

For analysis purposes, where a project covers specific wards, the total amount of funding for that project is shared equally across those wards. Citywide projects are not included in the ward funding.

Source: Bristol City Council
Figure 8: Number of projects by Key Challenge by ward (where ward of coverage specified)

Key Challenges as specified in Bristol Impact Fund application process. The majority of projects target multiple key challenges.

- **Poverty**: Reducing financial, food and fuel poverty
- **Influence**: Enabling influence & participation in the community
- **Workless**: Tackling unemployment and underemployment
- **Wellbeing**: Reducing social isolation and improving mental health and wellbeing
- **Inclusion**: Improving access to information, services and opportunities in the city and increasing digital inclusion

Source: Bristol City Council
CASE STUDY 1: SOUTHMEAD DEVELOPMENT TRUST

“We are a charity run by and working to support residents of Southmead, Bristol. In partnership with other community groups we raise funds and manage projects which directly address our community’s needs. These projects aim to increase opportunities, reduce isolation and promote wellbeing.

We operate the Greenway Centre which offers: a community gym, cafe, class and club space; meeting and event venue hire; and business units for rent. We are also responsible for Southmead Youth Centre, which offers a daily programme for young people in Southmead, and leads the Southmead Youth Engagement Project.”

Area of Benefit and Neighbourhood Profile

Southmead (12,000 people) with areas in 10% most deprived areas in UK

How long? Legal Status? Resident led?

Serving the community of Southmead for 20 years. Charity and company limited by guarantee. Membership with majority of Directors/Trustees resident of the area of Benefit.

Financial sustainability

Benefits from a diversity of funding sources. Income from renting out business units/employment space, rent from room hire and events, contracts with BCC and NHS, Trust funds, Commissions etc.

Future plans

Sustainable future for the Youth Centre. Aspiration to develop community led housing scheme c300 homes.
**CASE STUDY 2: HARTCLIFFE AND WITHEYWOOD COMMUNITY PARTNERSHIP**

Hartcliffe and Withywood Community Partnership (HWCP) is a registered charity and a company limited by guarantee. It was established in 1998 to lead the regeneration of an area of South Bristol which includes Hartcliffe, Withywood, Bishopsworth and Whitchurch Park.

Offers meeting rooms, lettable space, hosts the BCC library, supports resident groups and forums, secures funding and delivers projects, delivers community development and outreach, runs the CATT community transport service.

<table>
<thead>
<tr>
<th>Area of Benefit and Neighbourhood Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hartcliffe, Withywood, Bishopsworth and Whitchurch Park.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How long? Legal Status? Resident led?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nearly 20 years. Charity and company limited by guarantee. Resident led board. Membership organisation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>@Symes building has been a challenge but is now generating income for the organisation. Community Transport service will always require funding.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Future plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently looking at the long-term future of the Library and creating new lettable space within the building. Investment in community development and supporting residents to work together to address priorities across the neighbourhood.</td>
</tr>
</tbody>
</table>
# Case Study 3: Barton Hill Settlement

Barton Hill Settlement is a community resource centre for Barton Hill and the surrounding area. BHS provides services, facilities, and community development. Existing tenants include Dhek Bhal, Bristol Somali Resource Centre and Changes Bristol.

BHS offers small and large meeting rooms for hire, counselling/advice rooms, training rooms, café, office space a family centre. BHS provides numerous opportunities for residents to get involved; as volunteers, trustees, paid staff, service users. BHS host many activities and services including a lunch club, credit union, counselling and celebration events.

BHS carry out extensive outreach work including “block knocks” to find out what local people would like to do and be involved in both from within the building and in their neighbourhoods. BHS support smaller local groups and help people start their own business. BHS have successfully secured significant capital funding to redevelop their building and facilities. Last year over 40,000 people benefited from the organisation with 12,000 frequent attenders.

## Area of Benefit and Neighbourhood Profile

**Inner City and East Bristol**

### How long? Legal Status? Resident led?

The Settlement is an independent charity (charity no. 1103139), and a limited company (no. 5031499). It is managed by a committee of mainly local people, and provides a wide variety of services. It is a key force for community development in East Bristol. The Settlement was originally set up in 1911 as part of the University of Bristol.

### Financial sustainability

BHS benefits from a diverse range of funding streams and some long-term tenants. BHS is a mature organisation and has borrowed money to invest in its building in order to create new long-term revenue streams.

### Future plans

Measuring the impact of BHS. Having completed work to Joan Johnson House at the Settlement (housing CAMHS team) BHS is looking at further development of their site and other asset development opportunities. Community cohesion work is ongoing.