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Information about the development of the Community Engagement Framework, and copies of the Framework and the accompanying consultation report are available on the 2020 Community Partnership website **www.2020community.org/cef**

Introduction

The Community Engagement Framework has been developed to be both a policy document and a practical resource.

As a policy document it sets out the 2020 Community Partnership's commitment to and understanding of community engagement in Brighton and Hove. As a practical resource it provides a clear definition of community engagement and importantly sets specific standards for community engagement that all Partners must adhere to. It identifies the first wave of priority actions that must be taken to improve community engagement in the city.

As a policy document and a practical tool the Community Engagement Framework will help the 2020 Community Partnership achieve its vision for Brighton and Hove…..

'of a dynamic city that improves and protects the environment, meets social needs and promotes sustainable economic success in an inclusive, just and harmonious way'

We are not starting from scratch. We recognise that good community engagement activity has and is happening in the city. However, this is the first time that as a group of public, private and community and voluntary organisations we have produced a common approach to community engagement. Through the production and implementation of the Community Engagement Framework our aim is to raise the profile, improve the quality and achieve better co-ordination of community engagement. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

The Community Engagement Framework has been signed up to by all members of the 2020 Community Partnership and therefore applies to all the different partnerships and organisations in the Partnership.

To produce the Community Engagement Framework we listened to what people have told us, reflected on previous and current community engagement in the city and considered research that has already been done here and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly Government's white paper *'Communities in Control' (*2008) and the new 'duty to involve' contained in the *Local Government and Public Involvement in Health Act (*2007).

We have produced a report on our development process so people can see how we have used their comments and suggestions.

The process to develop the Community Engagement Framework was as important to us as producing the final document. Through the process we have begun to strengthen the trust and relationships between the different organisations, groups and sectors. This has started us on the path to developing strong and meaningful community engagement that we are all satisfied with.

The production of this document is only the starting point. We see the Community Engagement Framework as our first step towards building better relationships between, and a stronger understanding of, communities in Brighton and Hove. Community engagement is not a single activity; it is a way of working. It is about inclusion and involvement, input and influence. These come with an equal need for responsibility, accountability and a willingness to work with others towards a common goal. As our learning and practice develops, so will the Community Engagement Framework.

Roger French
Chair of the 2020
Community Partnership

Cllr. Dee Simson
Vice-Chair of 2020 Community Partnership,
Cabinet Member for Community Affairs,
Inclusion & Internal Relations

What is the Community Engagement Framework?

The Brighton & Hove Community Engagement Framework

- Establishes a common understanding of and commitment to community engagement across all organisations, partnerships and sectors in the 2020 Community Partnership

- Sets clear and specific standards for community engagement that all members of the 2020 Community Partnership are signed up to

- Identifies priority actions to be progressed by the 2020 Community Partnership that move us towards achieving the aims of the Community Engagement Framework

'respect the significance of the personal benefits of being involved'

(Youth representative)

What are the aims of the Community Engagement Framework?

People have given some clear messages about what they think about community engagement and what the Community Engagement Framework should achieve. The following key themes have emerged -

- Investment in the development of people in both communities and organisations
- Improvements in information and communication, particularly providing feedback
- Better co-ordination and use of resources
- Long-term, resourced, commitment to improving community engagement
- Creation of opportunities to influence the outcome of decisions and tackle issues in communities
- Developing more creative ways to engage with people and communities that ensure everyone has a voice not just those that 'know how'

In response to these themes we have developed three over-arching aims. Under each of the aims we have identified specific priorities.

All three aims are of equal importance and the achievement of each aim will impact on the achievement of the others.

AIM 1
Improve engagement activity that enhances the lives of people and their communities

We will do this by

- Maximising opportunities for **individuals** and communities to take control over the issues that affect their lives in order to:
  - meet their needs
  - contribute to their economic and social opportunities
  - build active and inclusive communities based on mutual respect

Individuals – children, young people and adults

Continued overleaf

- Providing individuals and communities with the information, advice and **support** they need to develop their confidence, skills, knowledge and ability to:
  - participate in community life
  - engage with services
  - engage in local decision-making
  - understand and engage with democratic processes
  - come together to take action for themselves

Support – for example, opportunities for people and communities to come together, informal and formal training, transport to meeting venues, funding for a development worker, reimbursement for child care, provision of a crèche

AIM 2
Improve engagement activity that ensures opportunity for all

We will do this by

- Promoting and supporting processes for effective representation of communities in local and citywide strategic planning and decision-making
- Developing more **creative, tailored approaches** that encourage engagement opportunities for all sections of the community

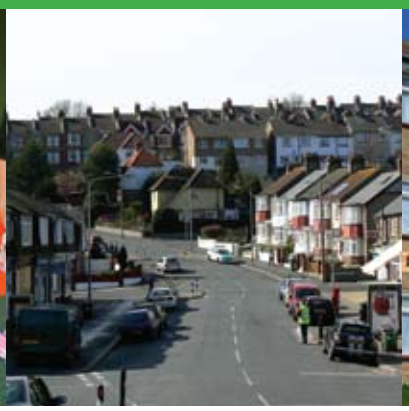
Creative approaches – for example, an open house event which involves using a local venue as a drop in centre allowing people to gather information and share their views, runs over a whole day or days and which has a range of different interactive activities for people to pick and chose from

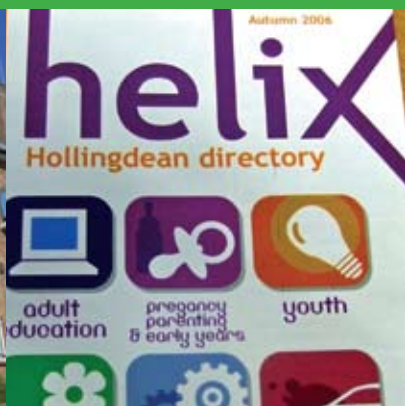
AIM 3
Improve engagement activity that drives up the quality of services and makes better use of resources

We will do this by

- Improving collaboration between residents, community and voluntary groups, business groups and public organisations to ensure that issues and priorities are identified and action taken
- Improving co-ordination between all partners to ensure more effective planning and implementation of engagement initiatives which take into account existing knowledge, structures and groups and reduces duplication
- Developing the capacity of members of the 2020 Community Partnership to carry out high quality community engagement that meets the standards of the Community Engagement Framework
- Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in the city

What is community engagement?





Community

In the widest possible sense we are talking about Brighton and Hove – the city, its neighbourhoods – wards, specific streets or housing estates – and everyone that lives in, works in, or visits the city.

Our definition of 'community' also aims to recognise that different people identify themselves in different ways and that we should be sensitive to this when carrying out any type of engagement activity. Moreover, we must not forget that people who see themselves as members of a community are also individual **citizens.**

Citizen: includes children, young people and adults

The places in which we live, work and socialise will often include the people we share our lives, interests and backgrounds with. It may be a place with a physical or locally agreed boundary or simply a shared understanding or 'feeling' about a place – this is commonly defined as –

a community of place.

Across the city and within the areas in which we all live some people define themselves in addition to their community of place. This is quite often as part of a group of people with a shared interest or identity/experience –

communities of interest or identity.

A community of interest or identity can include:

- People who often identify themselves or are identified by society, by demographic characteristics, for example, children and young people, faith groups, older people, black and minority ethnic people, lesbian, gay, bisexual and transgender people or people with a shared social background
- People with a shared or similar interest, for example, in climate change, art, a local school or allotment
- People with a similar or the same profession or place of work, for example, hoteliers, council workers, police officers, business associations

Engagement

There are many different words used to describe community engagement – 'participation', 'involvement', 'consultation' and 'research' are just a few. All are types of engagement. All are equal in merit. However, because we use the term community engagement to mean any and all of them it can be confusing.

The Community Engagement Framework defines community engagement in Brighton and Hove as incorporating the following range of activity (our range of engagement)

- Informing
- Consulting
- Involving
- Collaborating
- Empowering

Four strong messages emerged from the process of developing the Community Engagement Framework about the definition of engagement.

Firstly, that the success of any engagement activity is related to the level of information, support and training that individuals and communities can access. Therefore, as well as our range of engagement we want to recognise the role, contribution and importance of community development.

> 'Community development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives'

(The Community Development Exchange www.cdx.org.uk/what-is-community-development)

Secondly, that no single type of activity is more or less important than another. For example, the provision of high quality, accessible and relevant information is as important as providing more opportunities for residents to take control.

Thirdly, that it is important that all engagement is linked to decision-making. Residents and communities must be able to see the impact of giving their time, views and energy.

Fourthly, that any barriers that prevent people getting information, giving their views as part of a consultation or getting more involved are considered and addressed as part of the activity.

Our range of engagement

Informing

To provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

- For example, Community And Voluntary Sector Forum website www.cvsectorforum.org; community newsletters.

w

Case Study

The Black and Minority Ethnic Community Partnership followed up standard publicity, including letters, flyers and posters, for an event for International Women's Day with personal phone calls and e-mails. Recognising that word of mouth can be a powerful tool, they also contacted a range of workers and groups who worked with black and minority ethnic communities and encouraged them to spread the word.

'invest in confidence building programmes that enable people to get actively engaged'

(black and minority ethnic community representative)

Consulting

To listen to community and individual feedback on analysis and choices. Consider their input, and feedback results.

- For example, surveys, focus groups, the citizens' panel.

Consulting Case Study

Safety Net, a local organisation that provides projects, training and support in child protection to voluntary and community groups, undertook a consultation exercise to explore child safety issues in the home and community. In the initial phase they worked with schools and local community organisations to identify parents interested in being involved in the project and worked with them to design a survey. The parents were then supported and trained to work together to undertake the survey with their own families, neighbours and social networks.

Involving

To work directly with the community throughout a process to ensure that concerns and aspirations are consistently understood and taken into consideration.

- For example, Independent Advisory Group to the Police, Parents Forum.

Involving Case Study

The Brighton and Hove Children's Centre Parent Involvement Worker role is primarily to encourage and recruit parents and carers to become involved in the planning, consultation and evaluation of children's services. A key requirement for Children's Centres is to have parents represented on Children's Centre Advisory Groups. The workers responsibilities therefore can include organising interpreters, crèche and travel expenses, or providing parents with support to prepare for the meetings. Parent Involvement Workers also support the citywide parent's forum and identify further areas of involvement and opportunities for parents and carers. For example, parent-led projects and voluntering opportunities.

Collaborating

To partner with the community in each aspect of the decision, including the development of alternatives and the identification and delivery of the preferred solution.

- For example, local action teams and neighbourhood action groups which involve community groups, residents and public organisations working together to tackle neighbourhood issues.

Case Study

With support from the Trust for Developing Communities (a local community development organisation) Brighton and Hove Library Services sought to develop a model of local 'ownership' as part of the redevelopment of Coldean Library. A range of engagement activities were undertaken prior to and during the building of the new library. The establishment of a steering group comprising key local stakeholders to drive the development provided a mechanism for collaborative working. The steering group included representatives from community groups, local councillors, a local Registered Social Landlord, along with library staff, officers from Adult Social Care and the private developer.

'the need to solve a common problem brought everyone together'

(Council tenant representative)

Empowering

To place decision-making in the hands of the community. This may happen as a result of increased engagement between communities and public bodies or as a result of communities taking action themselves.

- For example, neighbourhood health chests and estate development budgets both of which are pots of funding for community activity to improve either health or housing in an area. Allocation of the funding is decided by local representative forums.

Case Study

The Bristol Estate Community Association (BECA), supported by Serendipity Enterprising Solutions (a local community development organisation) identified disused areas under the tower blocks on their 1950's built estate. Originally designed as drying rooms the now empty spaces were being used as rubbish dumps and places to carry out anti-social behaviour. BECA worked with the city council's housing department and the Creative Industries Manager to attract funding to convert a number of these spaces into artists' studios. The city council arranged to lease the space to the Association which will manage the studios and re-invest the income into improving their estate. To enable the Association to lease, rent out, and manage the units they were assisted to form a Community Interest Company – a "not for profit" company limited by guarantee – with every adult resident of the Estate being an automatic voting member of the company.

Our commitment to community engagement

Together our commitment to community engagement along with our standards for community engagement, provide the foundation for future improvements.

By fulfilling our commitment and working to our standards we will begin to see real progress towards improving community engagement in the city.

We commit to:

- Ensuring all community engagement activity has clarity of purpose and makes a difference
- Working together where this will improve the quality of community engagement
- All community engagement being open and honest and having integrity
- Being flexible and ensuring community engagement is tailored to people's needs
- Working to ensure that resources are well targeted and using local knowledge and intelligence to plan and deliver community engagement
- Treating participants with respect and ensuring feedback is provided to participants and made publicly available
- Ensuring that processes are reviewed and that we learn from our work and improve practice wherever we can

Our standards for community engagement

To support our Commitment to community engagement the 2020 Community Partnership and all its members will work to the following more detailed standards:

Community Engagement Standards

1. Planning and Resources

Clarity of Purpose

Before beginning any engagement activity, we will be clear about why it is happening, what we want to achieve, which engagement activity we will use, who we are seeking to engage with, what can and cannot be influenced, how we will use the information gathered through the engagement activity and what the benefit of being involved will be.

Evidence Base

We will use all available research, knowledge and community intelligence to help us plan engagement activities. We will not carry out engagement activities if the information we need is already available.

Timing

We will allow sufficient time to design and carry out engagement activities that are inclusive and encourage participation from all affected communities. We will also allow sufficient time to ensure that the results of engagement activities can shape our policies, plans and services and that we can 'test back' with communities what they have told us. When timing for activity is set for us by another, for example, national government, we will clearly communicate this to participants.

Resources

We will plan engagement activity carefully in accordance with what the activity seeks to achieve and in the context of available resources and will communicate any constraints clearly. We will recognise the need to resource practical support that helps people to be involved.

2. Communication and Partnership Working

Communication

We will always be open, honest, and accountable when sharing information and responding to contributions from all participants. All communication will be jargon free and relevant to the intended audience. We will seek to use a wide range of methods to maximise the opportunity for communication between communities and partners. We will clearly communicate how participants can seek redress if they are unsatisfied with the process. We will also communicate between partners to create joined-up engagement activities and avoid duplication of effort.

Partnership

We will work in partnership with other organisations when and where they have additional or greater expertise, knowledge or experience about engaging with specific communities, with particular recognition of the knowledge and expertise of the voluntary and community sector. The independence of the voluntary and community sector will be respected and recognised in all partnership working.

Quality

We will work to ensure that staff responsible for engagement have the skills and capacity to achieve high quality engagement. Equally, we will work to ensure that communities have the opportunity to develop their skills and capacity to engage if they wish.

Accessibility

We will support a variety of engagement activities to reflect the diversity of the communities in Brighton and Hove. We will be flexible and responsive to the ways that the community wants to engage with us. We will recognise the need to make engagement both formal and informal at different times and for different people and purposes. We will provide practical support to help overcome barriers that some individuals and communities may face to engagement, particularly vulnerable and seldom heard groups in order that they are represented in all community engagement activity and not just single issue activity.

3. Feedback and Learning

Feedback

We will provide feedback to the community about the engagement activities we carry out and will explain how the community's input contributed to the decision-making process. We will explain how and when we will provide feedback to the community at the same time as we carry out the community engagement exercise. We will also make the feedback as widely available as possible.

Monitoring & Review

In partnership with stakeholders, we will monitor and review the engagement activities we carry out to ensure that all sections of the community have the opportunity to engage should they choose to, particularly those whose voices are often not heard, and change our practices accordingly. We will learn from our own practice.

Our actions for improving community engagement

We asked, You said, We will do

During the process of developing the Community Engagement Framework, key actions have emerged as being essential to improving community engagement across the city and achieving the aims of the Community Engagement Framework. These actions have been drawn from extensive discussions and feedback from key groups, partners, partnerships and representatives.

The Stronger Communities Partnership will lead on this work and will be responsible for creating a more detailed action plan that states which organisations will deliver the actions, how and when. See section on 'Who will monitor and implement the Community Engagement Framework?' for more information about the Stronger Communities Partnership.

aim 1 Improve engagement activity that enhances the lives of people and their communities

We will do this by

1.1 Maximising opportunities for all individuals and communities to take control over the issues that affect their lives in order to:

- Meet their needs
- Contribute to their economic and social opportunities
- Build active and inclusive communities based on mutual respect

ACTION

- seek to secure long-term partnership funding for community development work in communities across the city
- explore transfer of assets where there will be long-term and sustained benefit to the community
- support the development of community anchors (independent multi-purpose community led organisations in neighbourhoods)
- support the development of community buildings as a neighbourhood resource to be used equally by communities and service providers
- support to councillors to be community champions through the provision of ward budgets and staff support
- trial holding an annual 'Ask the Executives' meeting where citizens can come and ask the Chief Executives of the Council, Police and Primary Care Trust questions

1.2 Providing individuals and communities with the information, advice and support they need to develop their confidence, skills, knowledge and ability to:

- Participate in community life
- Engage with services
- Engage in local decision-making
- Understand and engage with democratic processes

ACTION

– develop a cross sector training and development programme targeted at residents, community groups, 'front line' workers, managers, policy makers, businesses and councillors on how to achieve high quality community engagement

– include engagement skills, knowledge and experience in job descriptions and person specifications as a matter of course for relevant posts in public bodies and community and voluntary organisations

– publish and keep up-to-date a webpage on the 2020 Community Partnership website that provides details of how people can get involved in their local community or with public bodies, and which has links to other key organisations websites

– produce a guide (or identify a place) where clear information and advice is available or accessible to all organisations to follow when carrying out community engagement work and activities

aim 2 Improve engagement activity that ensures opportunity for all

We will do this by

2.1 Promoting and supporting processes for effective representation of communities in local and citywide strategic planning and decision-making

ACTION

– agree a common policy for supporting community representatives working collaboratively with service providers (reward and recognition)

– build a better understanding about representation, about what is already happening and how, and assist individuals and groups in communities to be more representative

– recognise and resource where necessary, new or alternative engagement approaches, and support representation of new communities, where this is better than using the usual or more formal routes available

2.2 Developing more creative, tailored approaches that support engagement opportunities for all sections of the community

ACTION

- explore the possibility of providing funding for groups to hold informal events that bring communities together, with the opportunity of meeting 'the services' (public bodies)
- run an annual 'Get Involved' campaign culminating in a celebration of active citizenship event
- develop an on-line participation tool that supports two-way dialogue between the citizens and public organisations, starting with the council
- explore the opportunities for more innovative ways to share information with the general public, community groups and local communities. For example, community radio, on-street internet points to access local service information
- promotion of the 'community mark' (national award in recognition of a businesses support for a local community)
- build a better understanding about which and how local businesses already support community based activities and develop case studies to use with other businesses

aim 3 Improve engagement activity that drives up the quality of services and makes better use of resources

We will do this by

3.1 Improving collaboration between residents, voluntary and community groups, business groups and public organisations to ensure that issues and priorities are identified and action taken

ACTION

- develop a partnership funding strategy that recognises the long-term role of the community and voluntary sector in enabling community engagement with diverse communities, including those who are often overlooked, and neighbourhood based communities.
- develop a policy on how services will be co-ordinated in neighbourhoods

3.2 Improving co-ordination between all partners to ensure more effective planning and implementation of engagement activities which takes into account existing knowledge, structures and groups

ACTION

- explore the opportunity for a communications hub (regular meeting of Heads of Communications) for public bodies - through which they co-ordinate their communications with residents
- ensure an introduction to and explanation of the Community Engagement Framework is part of new staff induction in public bodies, community and voluntary organisations and business associations
- publish and keep up-to-date a database of recent, current and future consultations, including feedback and outcomes, which is searchable by ward, post code, equalities group and topic. This database is to be available to public bodies, the community and voluntary sector, businesses and the general public, and will include the results and the impact of consultations
- develop a community workers network for workers with a remit around 'engagement' to share information and learning and hold an annual workers conference

3.3 Developing the capacity of partners of the 2020 Community Partnership to carry out high quality community engagement that meets the standards of the Community Engagement Framework

ACTION

- seek to secure a long-term partnership funding arrangement for the Stronger Communities Partnership to provide strategic co-ordination and leadership on community engagement
- develop a volunteering scheme for public sector staff in the voluntary and community sector
- refresh and enforce the common Research Governance Protocol established across the Council, the Police and the Primary Care Trust

3.4 Ensuring that learning from engagement activity is captured and used to support continual improvement of community engagement in the city

ACTION

- establish a review and evaluation process that all partners are signed up to that allows all partners to learn from good practice and mistakes

How will the Community Engagement Framework be implemented and monitored?

It is important that we know whether the Community Engagement Framework is making a difference. The Stronger Communities Partnership will be responsible for overseeing the implementation of the Community Engagement Framework and monitoring its impact. It will be the responsibility of individual members of the Stronger Communities Partnership to lead on delivering the priority actions within the Community Engagement Framework.

In addition, the council's Overview and Scrutiny Commission will use its legislative power to monitor public organisations adherence to the Community Engagement Framework and to undertake specific scrutiny panel investigations on priority actions to improve engagement.

The Community Engagement Framework will be reviewed annually by the Stronger Communities Partnership and a summary of progress and achievements will be presented to the 2020 Community Partnership and published on the website of the 2020 Community Partnership.

What is the Stronger Communities Partnership?

The Stronger Communities Partnership is made up of representatives from the voluntary and community sector, Registered Social Landlords, the Police, the Primary Care Trust and the City Council including the Cabinet Member responsible for Community Affairs and Inclusion. The Stronger Communities Partnership reports back to the 2020 Community Partnership.

The Stronger Communities Partnership is focused on how residents and different communities get their voices heard and how the voluntary and community sector and the public sector working together can improve the information, support and opportunities communities have to influence and take control of the issues that affect their lives.

'recognize the strengh that partnership working can bring to positive change and improvements'

(Statutory agency representative)

The Partnership will use a variety of methods to measure the impact of the Community Engagement Framework, including:

- Using the new biennial **Place Survey** and specifically the following questions:
  - how well informed do you feel about how you can get involved in local decision-making; how to complain about local public services; and how well informed do you feel about local public services?
  - do you agree or disagree that you can influence decisions affecting your local area?
  - generally speaking would you like to be more involved in the decisions that affect your local area?
  - overall, about how often over the last 12 months have you given unpaid help to any group(s), club(s) or organisation(s)

Place Survey – a new survey introduced by national government in 2008 that all councils in England must carry out every two years. The survey contains questions set by national government that ask people what they think about where they live and the public services they receive.

- Progress against the following indicators as set in the **Local Area Agreement**
  - percentage of people who feel they can influence decisions in their locality
  - participation in regular volunteering
  - environment for a thriving voluntary and community sector
  - percentage of people who feel that they can get involved with others from different backgrounds

Local Area Agreement – an action plan for the city agreed between all public organisations, business and community and voluntary sectors.

- Completion of a full equality impact assessment on the Community Engagement Framework and implementation of any subsequent equality action plan
- Reporting concerns and issues to the 2020 Community Partnership and to the council's Overview and Scrutiny Commission for investigation
- Sharing experience and progress through the national and regional community empowerment networks and other appropriate regional and national forums
- Requesting partnership members report annually on how they have adapted their practices in light of the Community Engagement Framework

Contacts

For more information about the Community Engagement Framework please contact

Stronger Community Partnership
c/o Community & Voluntary Sector Forum
Telephone 01273 234000
Email info@cvsectorforum.org.uk

2020 Community Partnership
Telephone 01273 291128
Email 2020commpart@brighton-hove.gov.uk

Brighton & Hove City Council Voluntary Sector Unit
Telephone 01273 296821
Email volsectunit@brighton-hove.gov.uk

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60+ Action Group – Advice Strategy Steering Group – Ardingley Court & Kebbel Lodge Residents Association – AREST – Bahai Community group – Bevendean Local Action Team – Black & Minority Ethnic Community Partnership – Bricycles – Brighton & Hove Black Woman's Group – Brighton & Hove City Council Museums & Libraries Services – Brighton & Hove City Council Planning Team – Brighton & Hove Crime & Disorder Reduction Partnership – Brighton and Hove Children & Young Peoples Trust – Brighton & Hove Economic Partnership – Brighton & Hove City Council Economic Development & Enterprise Unit – Brighton & Hove City Council Equalities & Inclusion Team – Brighton & Hove City Council Sports Development Team – Brighton & Hove Neighbourhood Management Team – Brighton Voices in Exile – Bristol Estate Community Association – Churches Together in Sussex – City College – Clarendon & Ellen Residents Association – Clarke Court Residents Association – Colden Residents Association – Communities Against Drugs Team – Community & Voluntary Sector Forum – Community University Partnership Programme – Craven Vale Community Association – Downland Court Residents Association – Downland Housing Association – East Sussex Fire & Rescue Service – Eastern Road Area Partnership – Eastern Road Community Safety Action Group – Federation of Disabled People – Friends, Families & Travellers – Hampshire & Malthouse Courts Residents Association – Hangleton & Knoll Community Association – Healthy City Partnership – Hollingdean Development Trust – Hollingdean Tenants Association – Hove YMCA – Ingram Crescent Residents Association – Jasmine Club – Jobcentre Plus – Justia Afrikan History – Knoll Community Association – Leach Court Tenants Association – Learning & Skills Council – MOSAIC – North Area City Assembly – North Hangleton Residents Association – Novas Scarman – Older Peoples Council – Ormo Community Association – Pensioners Forum – Portland Road & Clarendon Forum – Queens Park Community Association – Radio Reverb – Robert Lodge Residents Association – SCIP – Sierra Leone Brighton Association – Strategic Housing Partnership – Sudanese Coptic Association – Sudanese Women & Children Group – Sylvan Hall Residents Association – Tarner Safety Action – Trust for Developing Communities – University of Brighton – University of Sussex – Valley Road & Carden Court Residents Association – Whitehawk Central Residents Association – Whitehawk South Tenants & Residents Association – Whitehawk Inn – Woodingdean Tenants & Residents Association – Woods House Residents Association – Working Together Project – Youth Consultants

We would also like to thank all individuals who responded to the questionnaire; those that gave their view during the Stronger Communities Conference in July 2008; those who gave their views on the Community Engagement Framework at other events and meetings; and to councillors who attended a special discussion session.

We would also like to give special thanks to the individuals and organisations who gave their advice and helped to organise the many consultation meetings.

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