Annual Report 2005/6









Brighton & Hove Community & Voluntary Sector

## aiming

## Vision

Our vision is of a diverse and tolerant society in which people are inspired to make a positive difference in their communities.

## **Mission**

A diverse and vibrant community & voluntary sector deserves a strong voice to shape the future of the city for the benefit of local people. We aim to provide that voice.

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## aiming

## Aims

- Support networking between community and voluntary organisations to share experience and good practice.
- Develop community & voluntary sector influence in decisionmaking alongside the public and private sectors.

## **Objectives**

- Create a shared identity within the Sector
- Reach out to people not currently involved
- Inform community and voluntary organisations
- Bring people together to exchange good practice
- Undertaking research
- Develop policies based on common and specialist views
- Co-ordinate Sector consultation
- Elect and support Sector representatives
- Promote the Sectors contribution to the city

### **Our Values**

- Co-operative working in partnership with others
- Inclusive with all communities able to take part
- Independent being Membership led
- Innovative striving to be creative
- Accountable ensuring our activities are clear to all

"The way the Forum works is exemplary. It's an example that other parts of the country are trying to follow. Campaigning and democratic representation, making sense of Government-speak and helping the public sector to understand the true value of the sector and how to work together as equals: these are just some of the things at which the Forum excels."

Government Office of the South East

## directing

### **Chair's Report**

The Trustee's role as a governing body is to ensure the organisation is well managed, to safeguard and promote its values, and to develop a shared vision for the future.

This year we have introduced additional "Development Evenings" to ensure members have opportunities to be consulted on the Forum's strategic plans.

We have started work on reviewing our representation work and have overseen fundraising to ensure the Forum has the resources to meet increasing expectations. We have also revised our financial systems to reflect the increase in our income.

The Trustees have been pleased with the attendance and participation at this year's quarterly conferences and wish to recognise and thank the contributions made by guest speakers and members, and the work undertaken by our partners within the Stronger Communities Programme and the ChangeUp Consortium. The latter having developed a new plan for providing support such as information, training and advice to community and voluntary organisations in the city.

In December, Nigel Adams who provided the Forum with administrative and financial support as well as serving as Company Secretary for seven years, retired. We would like to offer our considerable thanks for his contribution to the organisation and our warmest wishes.

This year the Board have worked with Members to develop a new three-year Development Plan, setting out our strategy for consolidation and growth. Our focus is on what we do best and what no one else is in a position to do - being a strong and visionary voice for the community and voluntary sector.

#### Kevin Richmond Chair of the Board of Trustees

### **Chief Officer's Report**

Over the past seven years, the Community & Voluntary Sector Forum has offered all local community and voluntary organisations an opportunity to network both face-to-face and online, and influence city-wide policy and planning decisions.

This year the staff team has again worked hard to meet the increasing demands of a growing membership, expanding sub networks as well as support the plethora of elected representatives on strategic partnerships. We have provided administration, financial support and management as "Accountable Body" for two multi-agency initiatives, the Single Communities Programme and ChangeUp.

Behind the scenes we are reliant on a quiet but dedicated army of people, motivated to ensure the work of community & voluntary organisations in the city is recognised and valued. Their positive contribution at quarterly conferences, network meetings and within strategic partnerships: sharing experiences, knowledge and ideas, leading discussions, guiding and supporting others, is the glue that strengthens collective working and creates a strong voice.

Changes to the amount of public services being contracted out to community and voluntary organisations and the growing emphasis on new ways to raise funds mean we are heading into potentially challenging times. This year has been about consolidating our activities and remembering what we are here to achieve; to improve the quality of life for all in the city.

#### Anna Wilson-Patterson Chief Officer

## belonging

There are almost 500 organisations who belong to the Forum and make it the vibrant and diverse organisation that it is. Each and every member contributes to life in the city in a different way, just as each wants different things from the Forum. The one thing that is common to all though, is the benefit derived from sharing views and experiences, and working jointly as one sector, to make our voices all the louder for being together.

Providing opportunities to network, furnishing our members with information and publicising their work through our directory and magazine are cornerstones of the Forum's work.

But we also hope that by belonging to the Forum, our members feel like they are part of the 'bigger picture' and able to take part in decisions which are made at a strategic, city-wide level and which can and do make a real impact.

## Total number of members 479

Number of new members this year 29

### Jess Wood, Allsorts

•• Belonging to the Forum is fundamental for us, it's the principle outside external agency we work in partnership with and the most important organisation we belong to without comparison. A huge number of people belong to The Forum, including what I would think of as the principle organisations in the city. It's a Forum of



standards and it models and promotes a certain level of Quality Assurance to all its members.

As an equalities organisation, it's very important to us that the unifying body which brings us all together isn't just a free for all but actually has very clearly stated objectives and ideals that mirror our own sense of mission and values, which the Forum does. It operates in a very transparent, extremely consultative, enabling and empowering way; the way elections are run is so good and very democratic. Power isn't held by the staff or the trustees but by the membership and I feel I absolutely have power. And then also you have this fantastic specialist staff team who are there not just as administrators and facilitators, but who are highly informed and a valuable resource for member organisations providing great added value.

I've always found the office and quarterly conferences a great place to network and go and meet people I might not otherwise meet from different areas of work, such as people working with older people. I have a real sense of corporate identity and belonging to the Forum, especially as an elected representative. I feel like an advocate on behalf of the Forum and also the voluntary sector. Belonging is the right word, your whole branding is very good, it's a solid thing that we belong to. We depend on you and I think the voluntary sector is so strong in Brighton and Hove largely because of the work the Forum does.

"Things change rapidly in today's community and voluntary sector environment: fundraising and contracts, new legislation, new relationships and an information explosion, to name a few. With all this change, it is vital to remember the constants: why the community and voluntary sector does what it does, and who benefits. The Forum is a champion of charitable values and an agent for common sense and equality". Government Office of the South East

## reaching

One of The Forum's strengths is the wide range and number of members that are actively involved in its work. It is a very important element of our work that we are constantly telling new groups and organisations about what we do and what we can offer them. We check that we are targeting groups run by and for people who are particularly disadvantaged or who experience discrimination.

This year, our Outreach Worker has spent time on reaching groups who are involved in improving their own neighbourhoods. Following guidance from Brighton and Hove City Council's Neighbourhood Renewal Team, we have focused our efforts on ten of the City's neighbourhoods which are considered most in need of work to help regenerate them.

We began this work by attending community festivals and distributing outreach packs. Lots of groups were interested in joining and at follow up meetings we were able to describe what we do, our networks, quarterly conferences and information services in more depth.

In total, we attended 27 events and external meetings, annual general meetings, regular meetings of community associations, ran stalls at events and organised and attended eight roadshow events in partnership with The Scarman Trust.

Contact was made with 45 organisations who were not members, of which 36 were groups working in specific neighbourhoods and eight were community of interest groups. Outreach packs were posted out to 81 organisations.

"The Forum has been key to ensuring the sector's participation in the development of the new Children and Young Peoples' Trust"

### **Responding to enquiries**

From Community & Voluntary Sector Organisations		
Telephone	543	
Email	1748	
Post	144	
Drop In	31	

#### From Public Sector Organisations

Telephone	234
Email	465
Post	62
Drop In	13

From Others	
Telephone	176
Email	226
Post	55
Drop In	6

Total Enquiries	
Tel	953
Email	2439
Post	261
Drop in	50

Grand Total 3,703

"The Forum is essential to Brighton & Hove Community and Voluntary Sector and the work provided is always of a high quality. Thank you."

# informing

Enabling the membership to be informed is an important objective for The Forum. We receive a vast amount of information every day, much of it relevant to all our members and some of it useful to specialist groups. The challenge, as always, is to share enough relevant information for the needs of our members without it being too much of an overload.

One of the ways in which we do this is to produce 'The Lovely Lilac Spam Sandwich', a weekly email newsletter full of all the news and information we receive in the office during the week from our members, statutory sector partners, funders and the government. Compiling it into one indexed email means that while our inboxes get clogged up, our members receive just one message.

Our email list provides an online Forum for members to share information and conversation between meetings and is particularly useful for lively debates, while our website collects together all the information about who the Forum is, how it works, its networks and the partnerships it is involved with.

Each quarterly magazine highlights the work of three member organisations, as well as rounding up forthcoming local news and events, and regional and national news. It documents our quarterly conferences and feeds back on meetings that have taken place at networks and strategic city-wide partnerships we sit on.

A perennial favourite is our free members directory, which this year has been updated. It is a well thumbed resource amongst not only our members, but also members of the public and lots of different departments at The City Council.

This year we have produced a new Communications Strategy for the Forum, undertaken a re-branding exercise which includes a new logo, and produced a set of house style guidelines. "The email list is very good, very informative, a good conduit for informing flow, well 'policed'".

There are currently 199 people subscribed to the Forum's email discussion list. Nearly 3000 copies of Dialogue Magazine have been posted to members and friends of the Forum and distributed via the reception at Community Base, quarterly conferences and at other events. The website had a total of 868,825 hits during the year with 77,354 visitors looking at the members pages. 2,514 dialogue magazines, 3358 copies of the SCP guidance, 1,271 copies of the Social and Economic Audit, 704 copies of the Forum's evaluations and 302 copies of our Health and Safety policy were downloaded this year.

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## meeting

The Forum's conferences have been an integral part of the organisation's work since its early days eight years ago, when there were fewer opportunities for people from charities and voluntary groups to come together and network, informally share their experiences and exchange information.

They provide the same opportunities for networking and sharing information and ideas but now have grown into an invaluable, sector-wide resource for discussing issues which affect the community and voluntary sector as a whole.

They also provide space in which five or six different workshops running simultaneously give members the opportunity to gather new information or learn about new topics and develop skills.





#### **Plenary sessions**

Shaping future support for community and voluntary organisations 'ChangeUp' is a government initiative to ensure the voluntary and community sector is supported and equipped to deliver high quality and effective services and a 'ChangeUp' consortium for Brighton and Hove has recently been established to take this forward.

#### **Public Service Delivery**

Key commissioners from the City's Primary Care Trust described their vision for the involvement of the sector with the prospect of a significant increase in the contract culture.

#### The Forum's Representatives

The Forum elects 30 people as members of multi-agency partnerships. All of them were available at a market-place session to talk about their roles and listen to comments and the opinions of our members.

#### Review of Representation

A debate around The Forum's role as a central point of contact and co-ordinator for community groups and charities and discussion on how they can have influence in decisions about the future shape of the city.

#### **Practical workshops**

Funding for Community Groups in Neighbourhood Renewal Areas An opportunity for smaller groups to find out how and what funding was available to make ideas happen and get projects off the ground.

#### Developing a Community Building

The views of members which were expressed at this workshop were used by the Ethical Property Company in planning a new community building at the station site in Brighton.

#### Meet the Argus

This was a great opportunity to meet and influence the Editor of The Leader, Chris Chandler who also provided top tips on improving the chances of seeing your news and stories in print!

#### Making Parks Work for your Neighbourhood

Many parks and open spaces across the city provide a crucial focus for community life. This workshop allowed community groups to swap stories, successes and contact details.

Last year, our quarterly conferences were attended by 268 individuals from 170 community and voluntary sector organisations. On average, each conference attracted 95 individuals from 67 member groups. We ran 21 workshops with 21 facilitators and 21 scribes.

## meeting

#### Policy workshops

Forum Representation & Decision Making

How Forum decisions are made has been an ongoing theme for the last year. This session asked what does being "member led" really mean? How does this work in practice?

#### Being a Trustee

A workshop for trustees of voluntary organisations and charities to share their experiences

#### **Cross sector workshops**

#### **Government Initiatives**

An opportunity to understand the aims of the new Local Area Agreement, Local Development Framework and the review of the Community Strategy, to enable Forum members to be clear about the benefits to communities.

#### Special interest workshops

#### Children & Young People Network

A chance for the network to focus on planning for a major Strategic Partnering Conference which was held on 29th June.

#### Community Learning

A meeting of the Community Learning Network; a forum for local organisations interested in promoting innovative and inclusive learning opportunities for adults and young people which are relevant to the communities they serve.

#### Developing a dialogue with the Primary Care Trust

This session asked how can the PCT can work with the sector to raise capacity to deliver potentially large pieces of work for the NHS over the coming years?

#### Case Studies from Neighbourhood Renewal Areas

A presentation about five neighbourhood level research projects and the lessons learned from them for neighbourhood renewal.

#### Children's Centres

A presentation about Children's Centres and how they are impacting on neighbourhoods, and proposals for the commissioning of a voluntary sector organisation to run one of the new planned centres in Hove.

"For me, one of the highlights were the quarterly conferences which I managed to attend, especially the useful break out workshops where they were relevant to my organisation."

"We went to a workshop on volunteering, it made me reflect on our practices".

#### Sustaining Sports in the Community

A presentation about the City's strategy leading up to the 2012 Olympics. Much sporting activity relies on local communities and volunteer run clubs.

#### Action on Climate Change

This workshop included details of a new neighbourhood engagement in climate change project and provided an opportunity to contribute to the city's Climate Change Action Plan.









## networking

The Forums' networks provide a strong foundation for much of its work and play an important role, not only in bringing together people who work in similar fields, but also in supporting those members who represent their interests at a city-wide level.

This year has seen continued support of The Learning Network and the Children and Young People Network, who have been working very hard on the development of the Children and Young People's Trust, specifically the Children and Young People's Plan, which has given the sector another chance to bring its unique perspective to the table. We have also supported the Mental Health Network who have worked on developing a mental health strategy for the voluntary sector, including research into the views of the sector.

The Learning Network is a group of community and voluntary sector organisations who are primarily concerned with community based learning; this group has continued to feed into the decision making process of Brighton and Hove Learning Partnership.

The Communities of Interest Network and the Neighbourhood Network have been supported through the Single Community Programme.

### **Charlie Turner, Care Co-ops**

• This last year the Mental Health Network discovered a greater sense of itself.A number of quite disparate groups who all engage with the Network at different levels have really come together; our work has brought about a sense of cohesion and we have developed our understanding of the collective purpose of the group and what its potential is.



As a network, a key

achievement has been working with the Community University Partnership Programme to gather information for a baseline report. This details what the Network's members feel are their aspirations, aims and goals for producing a voluntary sector mental health development strategy. This piece of work is significant because of the huge change in the way services are going to be offered to the public and communities.

In the past the voluntary sector has trailed in the wake of statutory sector initiatives but the report will give the voluntary sector a clear mandate from itself and service users to develop initiatives and social enterprise; paradoxically it will make us more effective fundraisers with funders offered a level of reassurance that the sector is responsible and efficient, doesn't duplicate services, and isn't competing with the statutory sector.

We now have really good information including from carers and service users, about the collective priorities of network members; it gives confidence to the network as well as to funders that the process has been robust and the emerging data is of a good pedigree with a strong provenance. The support from the Forum has enabled this work and has been critical in achieving ongoing continuity, with representation, communication and facilitation of workshops.

### "I find these more useful than the big meetings and easier to speak at"

## planning



The Forum has played an important role this year as accountable body, facilitating and supporting the ChangeUp Consortium and Steering Group, a central government initiative. The Consortium was formed of infrastructure support voluntary organisations and statutory funders to produce the Infrastructure Development Plan, IDP for short, which is now available on the Forum website.

The process of developing the plan has been hard but important. This has been a major opportunity for a large number of organisations to look at the strategic needs of the sector and decide how we will start meeting those needs in a more coordinated way. It has been important for us to develop trust and not to just see each other as competitors for funding. The ChangeUp process has resulted in more joint working and a greater level of both trust and coordination amongst infrastructure providers. Organisations have worked selflessly for the needs of the sector.

Many organisations had to squeeze in significant amounts of additional time to enable us to complete the IDP. Those on the Steering Group met an additional half day a month. Although there is still a lot of work to do on putting more detail into the description of services and the amounts to be provided we have a set of proposals that will enable us to do this.

We will be setting up three "hubs" that will provide representation and communications, community support and organisational support. The process will be coordinated by a Business Management Group. The local hubs will also develop more detailed and coordinated plans for infrastructure support services.

### **Steve Lawless Brighton & Hove Community** Initiatives

### BMECP ChangeUp Widening **Engagement Work**

The Black and Minority Ethnic Community Partnership (BMECP), was commissioned by the Brighton and Hove ChangeUp Consortium through the Widening Engagement Group to consult with BME community and voluntary organisations. This part of the development of the Infrastructure Development Plan also ensured that BME groups and organisations participated in other local developments relating to Change Up.

Funding was provided to facilitate consultation with groups and organisations identified as marginalised and not usually participating in consultation processes. These included Black and Minority Ethnic, Refugees and Asylum Seekers, Faith and Travellers communities. There are around 40 BME groups and organisations in Brighton and Hove delivering front line services to BME communities.

The consultation highlighted that some BME groups had received support services from various infrastructure organisations within the City. Whilst in the main these had been effective, there was concern that at times there was a lack of understanding of cultural issues. It was felt that there was a need for provision of BME specific specialist support services within the city and these included the following:

- Mentoring, preferably working alongside another BME organisation.
- More training targeted at BME groups, where confidence can be developed with people who understand and share similar issues. To include fundraising training and support.
- Infrastructure support from a BME specific organisation that will understand the cultural context of the local BME organisations.
- Support for collaborative and partnership working for BME groups and organisations.
- Central base for research and dissemination of findings and information.

### **Doris Ndebele Black and Minority Ethnic Community Partnership**

## representing

The Forum is the main route through which community and voluntary sector representatives are elected to seats on a number of city-wide strategic partnerships.

This year, we have supported 30 representatives on eight partnerships. By so doing, we ensure that the views of the community and voluntary sector are promoted at city-wide meetings and that fair and informed systems are in place to ensure democratic and accountable discussions are maintained and improved.

### List of partnerships

(With the number of Community and Voluntary Sector Forum representatives who have seats on the partnership)

2020 Community Partnership (12)Area Investment Framework (1) Children and Young People's Partnership Co-ordination Group (6) Dialogue 50/50 Group (3) Healthy City Partnership (2) Economic Partnership (1) Learning Partnership (2) Regeneration Partnership (3)

### Chris Todd, 2020 Community Partnership Representative



•• It's been a long haul to start to feel comfortable with the processes and jargon of the 2020 Community Partnership (the local strategic partnership) and understand how its different elements mesh together; I still feel like I'm learning, especially as things continue to change.

I had perceived the LSP as the place in the city where things start to happen and I wanted to have an influence, particularly with regard to environmental issues; now I am involved I'm not sure that that is always the case, but certainly it is important that the community and voluntary sector are there to raise issues which otherwise might not be heard.

The 2020 Community Partnership enables us to raise the profile of our sector, and it gives us an opportunity to network with other movers and shakers in the city. This networking is perhaps more important than the actual representation on the LSP itself. One of our strengths is that as a sector, we have knowledge and expertise on many different issues and represent a very large number of organisations, and unlike other sectors we elect our representatives.

In my time on the LSP I believe that the weakness of our sector has been the support to representatives and a certain lack of engagement with the wider Forum. Hopefully on the support front that is about to change and the Forum's briefing meetings have been useful in enabling us to come to a common position ahead of the 2020 CP meetings which makes our voice on the LSP much stronger.

"Brighton and Hove City Primary Care Trust greatly values the contribution that the Community and Voluntary Sector Forum (CVSF) makes to the community and voluntary sector. At a time of substantial change in the way that community, voluntary and statutory sector organisations relate to, and work with, each other the CVSF's role in brokering honest debate, ensuring democratic representation on partnerships and hosting complex exercises such as ChangeUp is invaluable".

## representing

### The Single Community **Programme**

This one year government programme sought to benefit community groups in the city's most disadvantaged areas. It aimed to encourage communities to participate in the 2020 Community Partnership in order to be able to influence local policy making and bring about improvements to local services in their areas. The 2020 Community Partnership brings together people from the public, businesses and the voluntary sector as well as communities, to work together.

The Programme provided funding support as well as a range of activity designed to encourage people to become involved. Eight 'roadshow' events were held around the City where residents and groups could find out more about The Forum, the funding available to them and the 2020 Community Partnership.

Roadshows were held in The Bristol Estate: Hangleton, Knoll, Laburnum & Moyne; Brunswick & Regency; Bevendean; Whitehawk; Portslade; Queens Park & Craven Vale and Hollingdean.

The Single Community Programme provided grants of up to £3000 to small and developing groups with ideas for new projects to carry out activities which would make a real difference to their communities. £96,000 was given out in grants through the Scarman Trust's Can Do scheme, with a further £39,000 worth of professional community development support given to new groups.

The activity of the Single Community Programme was guided by a steering group made up of representatives from The Forum, Brighton and Hove City Council's Neighbourhood Renewal Team and Voluntary Sector Unit, the 2020 Community Partnership, eb4u, The Scarman Trust, The Communities of Interest Network and the Neighbourhood Network.

It was chaired by Geraldine Des Moulins from the Communities of Interest Network.



"I can't honestly say it was an easy task, chairing the steering group; it never is when a large group of people who all have very different perspectives come together. The meetings were often difficult and the agendas demanding. Having said that, I do think it was a positive step for responsibility for overseeing the work to be shared amongst the key partners and it has been a productive development in joining up the different elements of our work around the 2020 Community Partnership."

#### Geraldine Des Moulins, Chair of the Single Community Programme Steering Group

## accounting

The financial statements for the year ending 31st March 2006 have been given an unqualified audit report by our auditors Clark Brownscombe.

Extract of the Statement of Financial Activities for the year ended 31st March 2006.

Incoming Resources	£
Incoming resources from generated funds:	
Grants	59,759
Bank Interest	2,841
Incoming resources from charitable activities:	
Grants	353,548
Fees	1,802
Total Incoming Resources	417,950
Resources Expended	
Charitable activities:	
Information and communication with membership	70,840
Supporting community networks	30,360
Facilitate compilation within the sector	36,432
Sector representation on city-wide partnerships	64,767
Commissioning development work and small grants	135,299
Infrastructure development work	87,492
Governance costs	3,543
Total Resources Expended	428,733
Net (Outgoing)/ Incoming Resources for the year	(10,783)
Fund Balances at 1st April 2005	59,106
Fund Balances at 31st March 2006	48,323
	40,525
Fund Balances at 31st March 2006 comprise:	453
	100
Unrestricted Funds	47,870
Total	48,323

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A full copy of the full financial statements is available on request from The Company Secretary Brighton and Hove Community and Voluntary Sector Forum Community Base 113 Queens Road Brighton BN1 3XG The Forum is grateful to the following funding sources for their continued support of our work:

Single Community Programme from the Neighbourhood Renewal Unit through the Government Office of the South East. This fund resources support for community and voluntary sector involvement in the 2020 Community Partnership, the community strategy and neighbourhood renewal.

Single Regeneration Budget through the Brighton and Hove Regeneration Partnership. This fund provides resources to strengthen and improve the capacity of the community and voluntary sector, particularly under represented groups, to participate in urban regeneration and renewal programmes.

ChangeUp through the Government Office of the South East. This fund resources the development of a local consortium, a programme to widen engagement and the production and implementation of a local infrastructure development plan.

Children's Trust. This fund provides a participation allowance for elected representatives to the Children's Trust Partnership Co-ordination Group.

Discretionary Grant from Brighton and Hove City Council. This fund contributes to the core costs and aims, objectives and development of Brighton & Hove Community and Voluntary Sector Forum.

Partnership Fund from Brighton and Hove City Primary Care Trust. This fund provides resources to ensure the collective views of the community & voluntary sector are considered, influence and affect, planning and policy decisions in relation to health and social care.

## thanking

The Forum is a complicated machine that relies on the expertise, experience and goodwill of a huge number of gifted mechanics who are constantly available to tune it!

We would like to extend our sincere thanks to all of our members who make it the exciting, rewarding and sometimes challenging organisation that it is. It is this spirit that makes the community and voluntary sector such a unique place to be.

A special thanks goes to all the volunteers who have scribed, facilitated and helped out at our quarterly conferences... time and again!

Our elected representatives give their time willingly; we know that it can take hours of commitment and dedication to the partnerships and a big thank you goes to all of them.

The Forum's networks are only as successful as the time and effort contributed to them by our members so a massive thank you is due to all those involved.

Our statutory sector partners have the unenviable task of dealing with our questions and queries, accepting our monitoring and generally being available when needed. We would like to extend our gracious thanks to them for their continued support.

Thank you, The Electric Pencil Company.

#### Elected representatives serving during 2005/6

Abdul Khaliq, Barry Hulyer, Becky Purnell, Caroline Spiers, Charles Boustany, Chris Todd, Dave Standing, Doris Ndebele, Dorothy Engmann, Eddie Brown, Geraldine DesMoulins, Helen Russell, Jess Wood, John Routledge, Judy Richards, Keith Beadle, Kevin Richmond, Kim Aumann, Mary Wilson, Michelle Pooley, Paul Bramwell, Peter Mason, Rachel Brett, Richard Lambert, Ron Bakare, Sam Warren, Sheena Cameron.

#### Trustees serving during 2005/6

Peter Mustow, Mark Walker, Sylvia Alexander-Vine, Thea Allison, Charlie Jordan, Ruth Lewis, John Routledge, Kevin Richmond, Jon Cooper, Tim Smith, Michel Boyer, Steve Curry.

#### Staff employed during 2005/6

Anna Wilson-Patterson, Chief Officer, Clare Osbond, Finance Worker, (from 5 January 2006), Duncan Blinkhorn, Outreach Worker, Katy McGrory, Communications Worker, Nigel Adams, Administrator (until 31 December 2005).



Neighbourhood Renewal Unit











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