

Adult Social Care

Stakeholder Consultation Toolkit



**Brighton & Hove
City Council**

Consultation Toolkit

Who the guidance is for?	What is Consultation?
<p>This practical guide is essentially for all staff working in Adult Social Care who are or will be involved in organising or carrying out consultation exercises.</p> <p>It is growing expectation that we consult with relevant stakeholders when making key decisions. This work could include stakeholders including staff, Unions, clients/customers, key professionals & organisations; and the wider public.</p> <p>Whether you have run consultations in the past, or are about to run your first one, this toolkit we hope resource will be helpful to you.</p> <p>The Toolkit was developed by members of the Adult Social Care Consultation & Information Group; building on their wealth of experience.</p> <p>Please note* Where it becomes necessary to make structural / organisational changes which have staffing implications, the council undertakes to consult fully, and at the earliest possible opportunity, not only with the recognised trade unions but also directly with <u>all</u> the employee(s) affected by the proposed changes. There are various formal steps that need to be followed. These are set out in the Organisational Change Management Framework.</p>	<p>Generally ‘consultation’ can be translated to cover exercises where the Council has some clear idea of new decisions or policies and is seeking to inform people of them and hear their views. There may be some flexibility, or a range of options to consider. The purpose of the consultation is to give people an opportunity to express their opinion, and to weigh up and balance these views before final decisions are made.</p> <p>Consultation can therefore be usefully defined as:</p> <p><i>‘A process of dialogue or the gathering of information that contributes to a decision or change.’</i></p> <p>It is important to be clear with stakeholders from the beginning of the process about their level of involvement; how this will influence the decision making process and what the limitations are re: change.</p>

Proportionality

Like any project sometimes there will be limitations on what consultation activity can be achieved. Timescales and resources will play a key part in the approach taken & what is realistic. Examples of these are:

- Evidence from consultations could link to another key piece of work that has specific timelines; e.g. consultation process linked to a tendering process
- Evidence from consultations could link to a Corporate Financial savings plan where specific committee led deadlines are set
- Staff Consultations will follow the Organisational Change Management Framework which has set timeframes
- The Consultation Team might only be available for a set period of time to undertake the work
- Limited resources in operational teams to conduct consultations along side day to day roles.
- *Be clear and realistic about what can and cannot be achieved from the outset*

Popular ways to consult - Desk Research

Quantitative Techniques	Qualitative	Tips to make your consultation more successful
<p>Self completion/ postal Survey</p> <p>Analysis of existing data</p> <p>Telephone Survey</p> <p>Face to face survey</p>	<p>Focus Groups</p> <p>Meetings with interested groups, carer's, service users etc</p> <p>Public meetings</p> <p>In-depth structured interviews</p> <p>Observation</p> <p>Mystery Shopping</p> <p>Consultation Events, Exhibitions, Road shows</p> <p>Consultation documents (including full reports or newsletters for example)</p> <p>E-consultations (Via the Council Consultation Portal – see Appendix 2)</p> <p>Citizens Panel</p> <p>Deliberative polling</p> <p>* Please see appendix 1 for further guidance on these approaches plus the advantages & disadvantages of these methods</p>	<p>Be as honest and transparent as possible</p> <p>Be clear about the timeframes</p> <p>Be clear about the feedback process (including timescales)</p> <p>Feedback needs to show the relationship between peoples views and the decisions made e.g. 'You asked, we did'</p> <p>Where relevant or possible offer incentives e.g. voucher</p> <p>Provide a consultation briefing clearly outlining the reason behind the consultation & its scope</p> <p>Invest time to hold face to face facilitated groups or interviews where resources allow – can build upon a relationship</p> <p>Visual displays/Newsletter etc re feedback</p> <p>Having different opportunities to get involved e.g. different meetings to attend, focus groups. <i>Remember - 'different learning styles'</i></p> <p>Try to offer meetings at accessible times, including evenings and weekends</p> <p>Always be professional and positive about the consultation subject matter</p> <p>Always keep participants up to date with progress</p> <p>Try to keep questions as simple as possible & not too many</p> <p>Try & offer a variety of medians to gather your information</p> <p>Ensure you plan enough time to provide feedback and results</p>

Questions to think about before you consult:

Do you even need to consult?	Why are you consulting?	Who are you consulting?	What should the timescales be?	What resources will you need?	How will you use the results?
<p>Look at 'other' good practice and available secondary data</p> <p>Ensure not to overload people with consultations</p>	<p>Be clear about what you are consulting on</p> <p>Change to services</p> <p>Contractual changes</p> <p>Change to operational practices</p> <p>Promote service and raise awareness</p> <p>Identify gaps</p> <p>Improve services</p> <p>Customer focused – to find out what people want/need</p> <p>To gather & develop ideas</p> <p>Legislation e.g. Care Quality Commission (CQC), council etc</p> <p>Good practice (e.g. non registered services)</p>	<p>Inform key decision makers prior to any consultation taking place- depending on nature of project this could include line manager, senior managers, councillors etc</p> <p>Service users</p> <p>Carers</p> <p>Other professionals</p> <p>Staff</p> <p>Senior managers</p> <p>Advocates and Independent Mental Capacity Assessment (IMCA)</p> <p>Unions</p> <p>Members of the public</p> <p>Other organisations – voluntary, independent etc</p> <p>Other departments</p>	<p>A *3 month minimum consultation period is recommended by the Councils Corporate Research Governance Team</p> <p>It is important to set timescales initially but be aware that these can move e.g. impacts on staff (Equalities Act), staff off sick etc.</p> <p>Reliance on external staff support e.g. Human Resources</p> <p>(Change management policy sets out times scales)</p> <p>Priorities can change – ensure everyone is aware of this (communication)</p> <p>* Staff consultation periods will be determined with reference to the Organisation Change Management Framework.</p>	<p>A budget– postage, venues, refreshments etc</p> <p>Venues – location/parking – (money/finances available)</p> <p>Establish a directory of room space</p> <p>Ensure there is enough time to complete if carrying as part of 'day job'</p> <p>'Tool kit' for guidance/good practice</p> <p>Admin support; Unions; Human Resources</p> <p>Peer support- Use each others time and expertise</p> <p>Training assistance</p> <p>Portal (training and support) – See Appendix 2 for further info</p> <p>Other teams e.g. Performance & Development</p> <p>Champions in Consultation and Information Group (CIG) team (share ideas)</p> <p>Communication team – press releases etc; Information Technology (ICT) Support</p>	<p>Share with Key decision makers including senior management & Cabinet Members</p> <p>Share with all stakeholders</p> <p>Utilise the Consultation Portal</p> <p>Shaping the future of services – Service Improvement Plans</p>

Methods for feedback (can use same methods as earlier regarding information)

Written summary and full report

Letters

Telephone – how to feedback – further call and general letter (use web pages).

Feedback over the phone could establish on-going process.

Complaints process (be prepared)

Meetings (Team or specific)

One to Ones

Template H.R feedback

Feedback event /or workshop

Equality Impact Assessments (EIA's)

Any consultation should have an Equalities Impact Assessment developed in parallel with the planning process; from the planning stage to the post consultation review. An EIA can be the process for analysing the impact of a change to a service or function on different groups in the community. It can also be used to look at proposed policies/strategies to identify what effect or likely effect they will have on different groups in the community. EIA's use data from consultations to review differences in need and barriers. They help you anticipate and identify the equality consequences of policies, strategies and service delivery. EIAs should be used to ensure any negative consequences for a particular group or sector of the community are eliminated, minimised or counterbalanced by other measures. They also enable you to use opportunities to promote equal opportunities and positive relations between groups (community cohesion), and to address long-standing or persistent inequalities.

The EIA should not be seen as a separate piece of work but as an integral part of the Consultation and service delivery process.

For further information on EIA's please contact: equalities@brighton-hove.gov.uk .

The EIA toolkit can be accessed on the WAVE.

Hard to reach groups

'Hard-to-reach groups' is a term to describe those groups or communities who are perceived as being difficult to access for any reason such as:

- Physical inaccessibility (e.g. disability, older people)
- Language
- Cultural perceptions and traditions
- Social expectations (such as whether to seek the views of young people)

Many of these communities are not actually that hard to reach and do not consider themselves as such. It is simply that we have not always put enough effort into seeking their views.

'Hard-to-reach' groups could include:

- Children and Young People
- Faith communities
- Gay, lesbian and bisexual men and women, transsexual and transgender people
- Homeless people
- Minority ethnic communities
- Older people
- People with disabilities (physical disability, learning difficulties, mental health problems)
- People who travel or commute into the area
- Single Parents
- Businesses

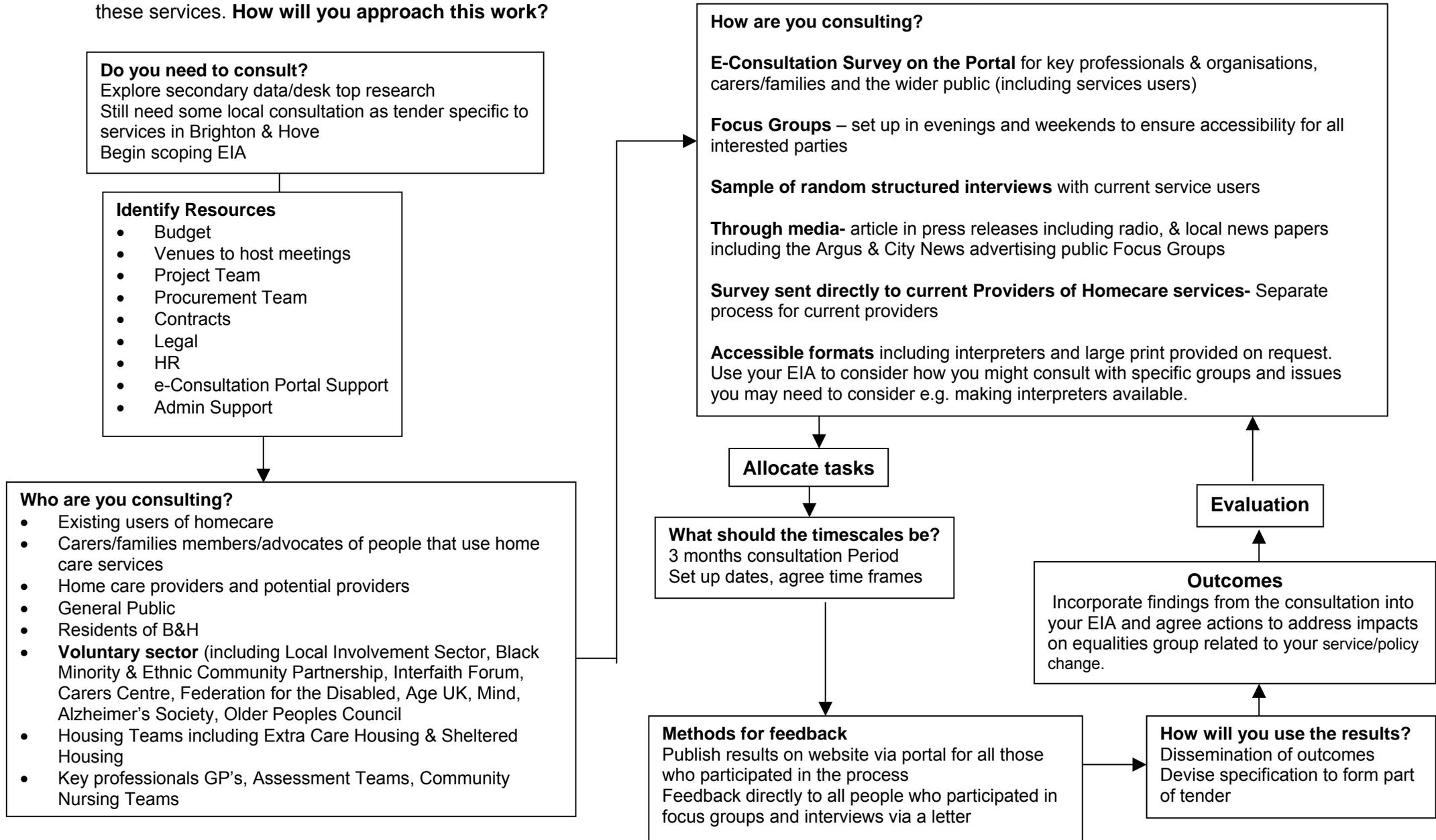
- Travelers
- Tourists

Consideration needs to be given to the particular characteristics of the group and any sub-groups as it may be that particular groups are not as difficult to access as others, and some require specific attention. Groups should not be treated with a 'blanket approach' as different approaches and techniques will be required.

The service/issue of concern and its relevance to the particular group needs to be considered. For some services, hard to reach groups may not have any interest or any specific needs.

Case Study- Example of a consultation

The contracts unit is in the process of re-tendering its home care service and needs to consult with key stakeholders about the future shape of these services. **How will you approach this work?**



Appendix 1: Useful Resources - Different Techniques

Guide to Research and Consultation Techniques

Desk Research	Advantages	Disadvantages	Sources
<p>Using existing data sources/ information. Often supplemented with other research and consultation techniques.</p> <p>When to use it</p> <ul style="list-style-type: none"> ▪ Essential starting point for research. ▪ To set issue/results into context <p>Inform survey design (terminology, questions, response categories)</p>	<p>Saves time and money - readily available and no cost.</p> <p>Wealth of information available (see sources).</p> <p>Useful starting point to clarify the problem and highlight issues or gaps for further research.</p> <p>Gives a better understanding of the wider context of issue.</p> <p>Enriches findings of survey results.</p> <p>Prevents duplication of research/consultation.</p>	<p>May be out of date.</p> <p>Not specific to the project.</p> <p>Unknown biases may be held in the data if no metadata available.</p> <p>Data may not be available in required format and require 'cleaning' before it can be used.</p>	<p>Consultation Portal- a source of consultation undertaken in the Local Authority</p> <p>Corporate Research Team.</p> <p>Internal administrative data.</p> <p>Internet sources.</p>

Quantitative Techniques

Technique	Advantages	Disadvantages	Must dos
<p>Self completion/ postal Survey</p> <p>Questionnaire posted to respondents for self-completion</p> <p>Typically a questionnaire is only one element of research project.</p> <p>When to use it</p> <p>To gather quantifiable information on uncomplicated issues.</p> <p>Can be used to gather views and opinions and to measure attitudes, satisfaction and performance.</p>	<p>Easily comparable data</p> <p>Can be statistically reliable if designed properly.</p> <p>Respondent can complete questions in own time.</p> <p>Can be anonymous.</p> <p>Cost effective in reaching a large number of people. Higher coverage than other forms of research.</p> <p>Relatively low cost in time and money</p> <p>Can reach people in geographically dispersed areas</p> <p>Can include open ended questions to explore issues in more depth</p> <p>Analysis is relatively straightforward for someone with the relevant skills</p> <p>Data can be updated and compared against local and national benchmarks is designed well</p>	<p>Statistical and research expertise are needed to design and administer the survey and analyse the data.</p> <p>Needs careful wording or responses may be biased. Cannot always control how different people interpret questions</p> <p>Information may be broad but not in-depth. Open-ended questions can be difficult to analyse</p> <p>Self-selection of respondents leads to biased results if the sample is not considered</p> <p>Often low response rates. (See tips for ways of increasing response rates). Consider whether you actually need to run a survey.</p> <p>Unsuitable for addressing complex issues as uses set questions with predetermined answers. Concepts cannot be explained.</p> <p>Sensitive or personal questions can affect response rates.</p> <p>Difficult to engage with ‘hard-to-hear’ groups. Needs to be produced in variety of formats (e.g. large print, languages)</p>	<p>Ways to reduce respondent burden:</p> <p>Use plain English</p> <p>Use a simple questionnaire design</p> <p>Pilot the survey to improve design/ comprehension</p> <p>Are all questions necessary / is the questionnaire too long?</p> <p>Ways to increase response:</p> <p>Include a covering letter explaining the purpose of the research</p> <p>Send two reminders to boost response rates (The first can be a reminder postcard, followed up by re-administering the questionnaire as a second/final reminder)</p> <p>Other tips</p> <p>Confidentiality measures should be highlighted as this often is a concern for respondents</p> <p><i>Give a contact number if the respondent has any concerns or questions about the survey</i></p>

Quantitative Technique	Advantages	Disadvantages
<p>Telephone Survey A telephone interview, using a structured or unstructured questionnaire]</p> <p>When to use it When have a sampling frame that you can use When you wish to gather quantifiable information on non-sensitive issues Can be used to gather views and opinions and to measure attitudes, satisfaction and performance.</p> <p>*When a trained/competent interviewer is available to conduct the interviews- this could be a member of your existing team; the Commissioning Support Unit or an external resource. (Training is available to support staff to develop these skills- Learning & Development Unit). Alternatively you could buddy up with colleagues who have the skills and experience to complete these.</p> <p>May also be a qualitative technique</p>	<p>Relatively low-cost way of achieving high response rates</p> <p>Faster responses than other survey methods</p> <p>Can be statistically reliable if the sample is designed properly</p> <p>Easily comparable</p> <p>Can contact respondents at more convenient times – out of office</p> <p>Easier to engage with hard-to-hear groups as overcomes problems with literacy, visual impairment and language barriers</p>	<p>Needs statistical and research expertise to design the research and analyse the data</p> <p>Biases survey to respondents who are connected on the telephone, and whose numbers are available/willing to take part.</p> <p>Can be costly and time consuming.</p> <p>Need trained interviewer. May have to use external market research company or as a minimum staff with experience who are trained</p> <p>Negative association with cold calling. Can be perceived as intrusive as respondents may feel that their privacy has been compromised.</p> <p>Interview may be interrupted or respondent may hang-up.</p> <p>Limits the amount of questions that may be included to keep calls to a minimum.</p> <p>It is not possible to explain complicated topics using this methodology. The interviewer cannot respond to any questions from the respondent</p>
<p>Face to face survey A structured or unstructured face to face interview carried out at the door or on the street</p> <p>When to use it When a trained/competent interviewer is available to conduct the interviews (see detail above*) When want to quantify issues</p>	<p>Can quantify issues.</p> <p>Can probe responses- get full range & depth of information.</p> <p>Rapport can be built between respondents and interviewer</p> <p>The interview can be more flexible. The interviewer can explain terminology/concepts and probe responses/follow-up ideas</p> <p>Can show information or allow for unprompted</p>	<p>Interviewer bias may occur - interviewer can bias participant's response. Good skills are needed – especially when more than one interviewer is used.</p> <p>Often difficult to analyse & compare</p> <p>Expensive research method</p> <p>Can be costly in time (for both researcher & participants)</p> <p>Personal safety of interviewers can be at risk</p>

<p>To understand fully someone's impressions or experiences, or to learn more about their answers to a questionnaire.</p> <p>Can be used as a follow-up to a survey to boost response in specific areas of low response.</p>	<p>answers.</p> <p>Can ensure good response rate.</p> <p>More suitable for some hard to hear groups.</p>	<p>when carrying out face-to-face interviews on doorsteps or in the street.</p>
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Qualitative Techniques

Qualitative techniques are used to explore concepts and issues and to grasp an understanding of the reasoning and attitudes behind quantitative results.

Qualitative Technique	When to use it	Advantages	Disadvantages
<p>Focus groups</p> <p>In depth informal discussion with small groups (between 8-12 participants) on a topic led by a trained facilitator to explore issues in depth</p> <p>e.g. about reactions to an experience, suggestion or proposal; to better understand common complaints; useful in evaluation</p>	<ul style="list-style-type: none"> ✓ To provide background to research project ✓ To build on quantitative findings from a survey - to investigate attitudes and explore issues in more depth. ✓ To gather a wide range of information, insight and ideas ✓ To explore ideas prior to quantitative research ✓ To research complex issues ✓ To consult with specific groups, e.g. businesses, hard to hear groups <p><i>* When to have a trained facilitator to run the group (see details above)</i></p>	<p>Can learn and understand what people have to say and why</p> <p>Provides in depth information - insight and ideas are generated from free flowing discussion</p> <p>Discussion can be flexible – facilitator responds to participants responses</p> <p>An efficient way to obtain much range & depth of information in a short time</p> <p>Can be used to explore complex issues</p> <p>Some feedback can be available fairly quickly</p> <p>Allows interaction and spontaneity between participants</p> <p>Can be designed to involve those who are perceived as 'hard-to-hear'</p>	<p>Requires expertise to facilitate discussion to keep to the objectives of the research</p> <p>Needs a competent facilitator, especially if topic is sensitive</p> <p>Can be costly and time-consuming (Respondents are often paid for their expenses and participation)</p> <p>Results cannot be quantified.</p> <p>Can be difficult to analyse the discussions. Need trained researcher.</p> <p>Can be difficult to get people together at a particular time.</p> <p>Consideration needs to be given to a suitable venue.</p> <p>Presence of Council representatives may inhibit respondents affect results</p>
<p>In-depth / Unstructured Interviews</p> <p>A one to one interview where the interviewer is able to explore a theme without being restricted to a</p>	<ul style="list-style-type: none"> ✓ To explore research personal topics or complex issues ✓ * When a trained interviewer is available (see details above) 	<p>Interviewer can pick up on particular issues and probe deeper</p> <p>Gathers a large amount of detailed information</p>	<p>Specific skills are required to conduct the interview</p> <p>Interviews are time-consuming</p> <p>Likely to involve a small number of participants</p>

series of questions	✓	Very personal and can be used to explore sensitive issues	participants Can be difficult to generalise views Can be difficult to analyse
Observation	✓ To gather accurate information about how a service or project actually operates, particularly how processes are working	Operations of the project or service can be viewed as they are actually occurring. Accurate record of behavior. The research can adapt to events as they happen.	Can be difficult to interpret observed behaviours and complex to categorise observations Observer's presence can bias/influence participants' behaviours. Raises ethical issues around consent. Can be costly
Mystery Shopper Uses the experiences of an undercover researcher to find out how a service operates (May be quantitative or qualitative)	✓ Gives first hand account of customers' experiences.	Provides accurate information on service delivery. Can monitor service performance according to pre-defined standards. Gives first hand account of customers' experiences.	Takes time to set up, so planning is essential Ethical considerations. Needs to be acceptable to staff. <i>Open to researcher bias when questions are subjective</i>

Consultation Techniques

Consultation Technique	When to use it	Advantages	Disadvantages
<p>Consultation Events, Exhibitions, Road shows</p> <p>Information rather than consultation</p>	<p><i>Used to provide information and to gather views on specific services</i></p>	<p>Effective in promoting services / projects</p> <p>Can explain issue to residents/stakeholders</p>	<p>Groups who are reached are dependant on location and timing of road show, exhibition etc</p> <p>Likely to obtain views of a small number of people who are not representative of the target population</p>
<p>Public meetings</p> <p>Open invitation to attend usually one-off meetings</p> <p>Structured meetings for members of the public and stakeholders, to consult about issues of local and town-wide importance. Used to provide information, seek views and develop / endorse local plans and strategies for the community or whole town.</p>	<p>✓ Used when you want to give everyone an opportunity to listen and give their opinion</p>	<p>Relatively inexpensive in terms of financial commitment.</p> <p>Can be tailored to large or small audiences.</p> <p>Addresses specific issues and allows residents/stakeholders to 'let off steam'.</p> <p>When well-managed can provide meaningful exchange of views.</p> <p>Provides local opportunity for people to comment on matters that affect them.</p>	<p>Unless the issue is of significant interest, turnout may be poor.</p> <p>Attendees are likely to be the 'usual suspects' and are therefore unlikely to represent the views of the whole community</p> <p>Can be dominated by those who speak the loudest and can be confrontational</p> <p>Agenda can be taken over by local, topical or personal concerns.</p> <p>Can be difficult to separate individual complaints from broader issues.</p>

		Can be held at times and locations appropriate to target communities.	
<p>Consultation Documents</p> <p>To provide information about a consultation. Can also be used to invite feedback/comments.</p>	<ul style="list-style-type: none"> ✓ To provide information and can also be used to gather views by including a response slip / form <p><i>Needs to be produced in variety of formats if it can be accessible by all (minority languages, large print etc)</i></p>	<p>Good for summarising the consultation.</p> <p>Makes the views of the organisation clear.</p> <p><i>Can be posted on the internet to widen audience and reduce printing costs.</i></p>	<p>Can be costly to produce and circulate</p> <p>Document may not be read by many</p> <p>Often sent to the 'usual suspects' without considering the audience.</p>
<p>e-Consultation</p> <p>Providing consultation documents, surveys on-line to enable feedback</p>	<ul style="list-style-type: none"> ✓ Makes consultation available to wide audience. ✓ To supplement other consultation methods. 	<p>Supplements non-web based consultation in a cost-effective way.</p> <p>It makes the collection of comments/views easier through the use of a spreadsheet.</p> <p><i>Can reach a large number of people quickly and cost-effectively.</i></p>	<p>Excludes those people who do not have access to the internet or the skills to participate on-line. Needs to be used with other methods to be inclusive.</p> <p><i>Unrepresentative if responses are not monitored in any way.</i></p>
<p>Citizens workshops</p> <p><i>15-20 people drawn from a cross-section of the community discuss a specific topic for a whole day</i></p>	<ul style="list-style-type: none"> ✓ To explore a specific issue on a one-off basis ✓ Useful for development of concepts or service delivery 	<p><i>Informed views of typical members of the public</i></p>	<p>Resource intensive</p> <p>Used to explore options rather than draw conclusions</p> <p><i>The more information you give respondents, the less representative the results become</i></p>
<p>Deliberative polling</p> <p><i>'Ask the audience' voting handsets</i></p>	<ul style="list-style-type: none"> ✓ Ask the audience ✓ Public meetings 	<p>Quick responses to questions and instant results</p> <p><i>Interactive and fun for the audience</i></p>	<p>Costs involved to hire handsets.</p> <p><i>Requires careful planning to get the right information and questions.</i></p>

Appendix 2: e- Consultation – Consultation Portal

The consultation portal area on Brighton & Hove Council Website should be used to conduct any e-consultation.

There are two sides to the consultation portal, the front (the publicly accessed site) and the back end (the administration and editing site):

The front of the portal is a publicly accessible site which can be found at this URL: <http://consult.brighton-hove.gov.uk/portal>

Consultation documents can be posted on the site and downloaded by interested parties and feedback can be given directly on-line.

On-line surveys can also be hosted in the consultation area, offering an additional way to administer surveys.

Consultations may be left open, enabling anyone who wishes to comment to do so, or closed so that they are restricted to particular stakeholders or respondents.

This site lists all open consultations in a list underneath an introductory paragraph explaining the portal site. It also holds a link entitled **Conducting your own consultation** which should be the first point of notifying the Research Team the details of your planned consultation.

The front page of the portal is set to include only open consultations but you can access closed consultations by changing the Status box to include "All" and then clicking the Search button.

Consultation Home

Welcome to consultation in Brighton & Hove

This website, also known as a portal, gives you the opportunity to get involved in consultations in and around Brighton & Hove. Within this welcome page are a list of recent and current consultation events, that have taken place locally. Click on the "Future Events" link to see Consultations that will open soon.

Taking the **SITE TOUR** (on the left) helps understand the site better. The "Search" box (above left) will search the entire Consultation Portal.

To find particular consultations, you can choose from the lists in the various drop-down boxes below, then click on the "Search" button. Click on the "+" button to see more Advanced Search options.

Some consultations will require you to register before taking part. To do this please click on the "Register" link within the "Login" section above. By registering you can tell us what interests you, and we can let you know when these topics or issues are being discussed and how to have your say.

Visit the [Get Involved](#) web-site to find out the various ways you can get involved in your community and in the City

Visit the [Consultation Portal for the Waste and Minerals Development Framework \(W MDF\)](#)

Visit [BHLIS](#), the Brighton & Hove Local Information Service to explore and use a wide range of facts and figures at different geographic levels for our area

Conducting your own consultation? Read research guidance and tell us about it here!

Subject: All | Status: Open | Organisation: All | Search

Ward: All | Keywords: Keywords

List View | Date View | Advanced Search

Consultation	Start	End	Status
Consultation on Additional Licensing for Houses in Multiple Occupation (HMOs)	22/02/11 09:00	30/03/11 17:00	open
The Level Consultation - March 2011	01/03/11 09:00	31/03/11 17:00	open
Wild Park Consultation	09/03/11 09:00	09/04/11 17:00	open

NOTE: You **cannot** log into the system to edit your consultations from this end of the system. This is the public access site and therefore for published live consultations only.

If you would like any support in getting any consultation you are involved in onto the portal, please contact Jessica Harper on 01273-295245 in the Commissioning Support Unit.

Appendix 3: Resources- Useful Contacts

General & advice	Commissioning Support Unit: Performance Officers responsible for support and guidance- Jessica Harper-29- 5245 & Marnie Naylor- 29-6033 Members of the Consultation Information Group Coaching & Advice Human Resources (for Consultation involving staff) Research & Analysis Team (Consultation portal and governance advice)
Communications	<p><u>Press team</u> – links to local press including advertising on local radio and papers</p> <p>Contact: Brian Walsh Media Officer / Media Relations brian.walsh@brighton-hove.gov.uk Tel: +441273291040</p> <p><u>Graphic design team</u> – support if you need a survey designed and produced in a professional way contact the design team on: communications@brighton-hove.gov.uk</p> <p><u>Local interpreting service provider</u></p> <p>The following organisations can provide both interpreters and translating services to increase access to local public services to non-English speakers from black and ethnic minority communities.</p> <p><u>Southeast Interpreting and Translation Service</u></p> <p>Website: http://www.southeastinterpreting.com Telephone: (01273) 473986 Fax: (01273) 488701 email: info@southeastinterpreting.com</p> <p><u>Sussex Interpreting Services</u></p> <p>Website: www.sussexinterpreting.org.uk Telephone: (01273) 702005</p>

	<p>Fax: (01273) 234787 email : info@sussexinterpreting.org.uk</p>
Community Engagement	<p>Community Engagement Framework</p> <p>For further info contact: Communities Team Brighton & Hove City Council Room 136 Kings House, Grand Avenue, Hove BN3 2LS</p> <p>Email: communitiesteam@brighton-hove.gov.uk Tel: (01273) 295053</p>
Room bookings	<p>Follow this link for info on venues that are available</p> <p>http://wave.brighton-hove.gov.uk/supportingyou/facilities/roombookings/Pages/default.aspx</p>

Thank you to all those who contributed to the tool kit (Adult Social Care Consultation and Information group C.I.G)

Jess Harper (Chair)	Performance & Development Officer Commissioning & Support Unit
Marnie Naylor (Deputy Chair)	Performance & Development Officer Commissioning & Support Unit
Katie Sweeny-Ogede	Performance & Development Officer Commissioning & Support Unit
Julian Seaborne	Operations Manager provider services Adults
Sarah Lines	Operations Manager provider services Adults Residential Mental Health
Neil Bain	Operations Manager provider services Adults Residential Mental Health
Alison Sinclair	Operations Manager provider services Adults Day Services
Tracy Mair	Operations Manager provider services Learning Disability Accommodation
Lou Aish	Operations Manager provider services Learning Disability Accommodation
Jill Vigus	Development Officer workforce Development
Andrew Jarvis	Senior Information Officer Assessment Services
Catharine Robinson	Contracts Officer Commissioning & Support Unit
Pam Lelliott	Team Administrator Performance & Development Team
Julie Cholerton	PA to Head of Provider Services / Head of Assessment Services