

# Annual Report 2001/2002





Photo: Michael Clarke



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Charity Number 1062333  
Company Number 3311884

This report designed and produced  
by diverse resources

In 2001, *diverse resources* celebrated its 10th birthday. 2001 was also the year in which the organisation – never one to keep still – moved towards a merger with The Big Issue in the North that would create a new group, The Big Life Company.

March 2002 brings *diverse resources* to a close and opens up a whole new phase of work. We believe that The Big Life Company will provide the most effective vehicle for us to continue our work and give chances to people who have traditionally had a raw deal in life.

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# Introduction

*diverse resources* is a charitable company, set up in 1991 by local people in inner city Manchester. It aims to improve the lives of people disadvantaged by poverty, mental distress, drug dependency and discrimination.

Begun ten years ago with just one and a half members of staff and a budget of £17,000, today it employs over one hundred people and has an annual turnover of nearly £2,000,000.

*diverse resources* works across Greater Manchester, opening up opportunities to people and communities who have traditionally been excluded. It does this by:

- delivering services
- working in partnership with other agencies
- working developmentally with local communities and people to improve their lives

A full list of the services offered and summary monitoring statistics for this year can be found on pages 20 to 23.

This annual report will focus on work towards the six goals that *diverse resources* set itself for the year. These were:

- To generate independent income (page 6)
- To influence other agencies by working in partnership (page 8)
- To provide quality services that meet diverse needs (page 10)
- To make the most effective use of our resources (page 14)
- To be accountable to users, communities and staff (page 17)
- To create an image that reflects what we do (page 18)



## *Judith Brown*

*Died January 2002*

Judith worked as the HARP Café Co-ordinator, and previously for the African Caribbean Mental Health Project. She was a significant character in creating the special atmosphere of the Zion.

Her enthusiasm for helping design the new building was a reflection of the energy she put into all that she did.

Her untimely death has left a big gap in our lives and her friendship, caring and laughter is greatly missed.

*Left: Judith at a planning meeting for the new Zion Community Resource*

Photo: diverse resources' archive



# Generating independent income

6

*diverse resources* started life in 1991 in Hulme, Manchester – an inner city area about to undergo major redevelopment for the third time in one century. The area attracted large sums of government and private sector investment throughout the nineties, and the attention of the main health and local government partners. It was a fertile period for non-statutory agencies in the area, who were able to help deliver regeneration from the bottom up. *diverse resources* worked to ensure that people who were usually excluded were able to have a say and influence decision makers. It also developed considerable experience and expertise, successfully winning a contract for the management of a primary care centre – despite stiff competition from three NHS trusts – and soon became one of the largest local employers.

By 1997, it was clear that *diverse resources* would need to consider how it would be sustainable when regeneration funding ceased. Thus began four years of slow restructuring that led to the creation of The Big Life Company.

The organisation set itself the goal of generating independent income this year, in order to protect itself from reliance on changeable funding.

In April 2001, the constraints of developing trading operations within its traditional charity structure led *diverse resources* to create a new sister company: *diverse resources consultancy* was set up as a limited company and would reinvest its profits back into the charity. Over the course of the year, *diverse resources consultancy* focussed on the development of four businesses,



**Hulme'n'Resources, Echo, Aisha Childcaring and Chips dot Com:**

Building on skills already developed in *diverse resources*, **Hulme'n'Resources**, a facilities management business, was able this year to attract two external contracts (from People First Housing Association) and to take on two new members of staff.

**Echo**, a training and consultancy business, utilises the contacts and experience of *diverse resources*. A group of associate trainers were brought together this year and a number of contracts secured, including the Commission for Racial Equality and the Local Authority.

**Aisha** is a childcare business, offering day care, afterschool and playschemes. This year, Aisha

relocated into the new **Zion Community Resource**, expanding its provision. Aisha plans to relocate to new, larger premises in 2003, in order to become entirely self-financing.

A business plan for a new fish and chip shop – **Chips dot Com** – was developed, to provide profits, local jobs and a much-needed amenity. A lease on suitable premises was negotiated, but *diverse resources consultancy* decided to delay the development of the chip shop and support a local black business instead: the property was sub-leased to a mobile caterer who had been prevented from leasing the shop because of previous criminal convictions.

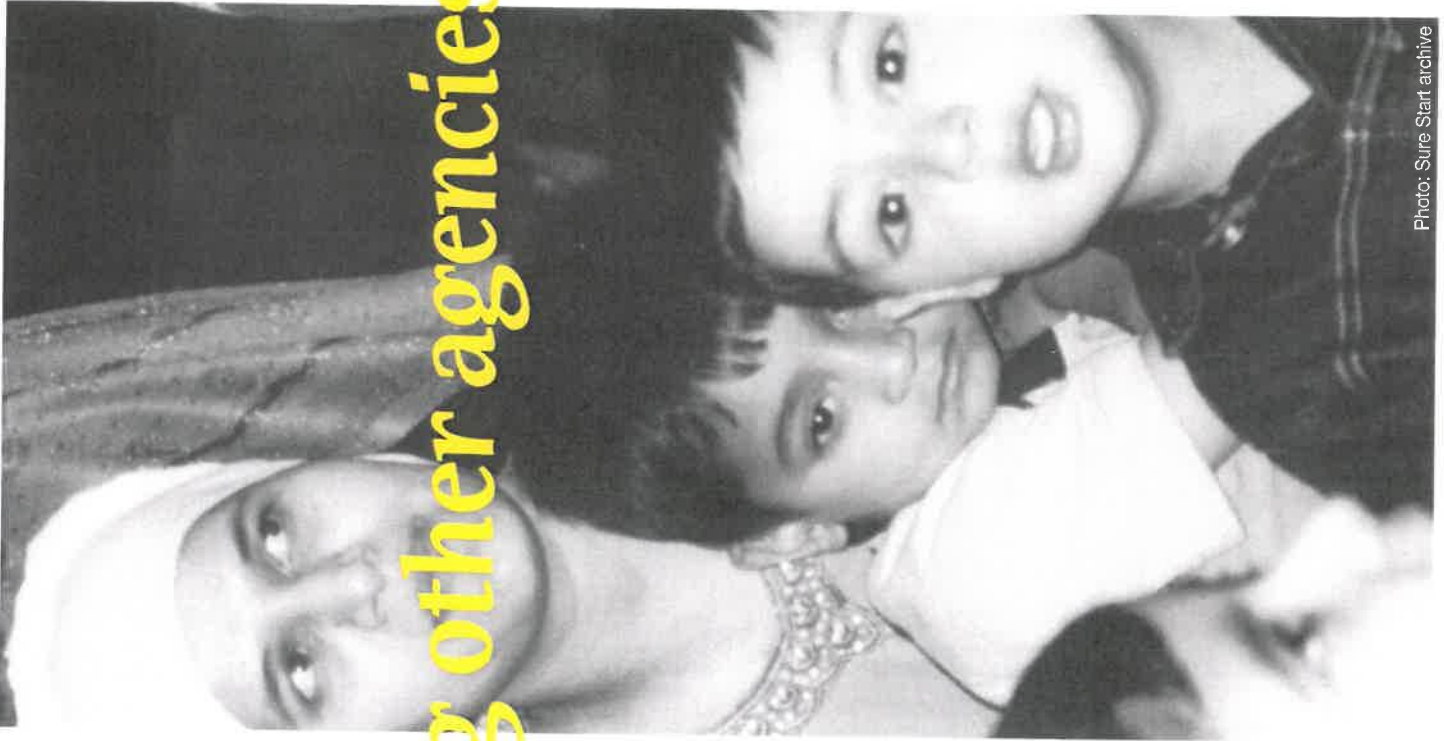
**Above: Aisha Childcaring's day care provision at Zion Community Resource**



# Influencing other agencies

*diverse resources* continued to work closely with Central Manchester Primary Care Trust (PCT), on initiatives that have contributed to the PCT becoming more accountable to local people. A **Community Health Development Team** was recruited and managed, and then their employment transferred to the PCT. This team ensured that the Health Improvement Plan reflected the needs of local communities, and supported the involvement of local people in the PCT's Local Area Groups. *diverse resources* also worked with the PCT to develop its community involvement strategy.

The first 5-year contract for the management and development of the **Kath Locke Centre** came to an end this year. A full





evaluation of the centre's effectiveness was conducted, leading to a number of recommendations, such as the introduction of a GP and the establishment of a reporting route directly into the Primary Care Trust. The Regional Director of Primary Care and the Chief Executive of the PCT gave keynote speeches at the report's launch. The centre continues to attract much national attention as a model of good practice for the NHS.

This was the first year for the development of the Longsight **Sure Start** scheme, of which *diverse resources* is the lead agency. The initiative has already been recognised for its innovative involvement of local parents and its approach to recruiting staff to work across professional boundaries.

## by working in partnership

The **Healthy Living Network**, of which *diverse resources* is a founder partner, successfully secured £1m funding from the New Opportunities Fund for its five-year programme, bringing together statutory and non-statutory agencies across four wards and the Manchester/Trafford boundary.

The **Victoria Baths Partnership** continued work towards the refurbishment of the building on Hathersage Road and the creation of a healthy living centre. *diverse resources* supported the Victoria Baths Trust through the management of European Funding and provision of office accommodation.

The **PEG** project, set up in partnership with Salford University to engage local people in evaluating their involvement in the Primary Care Trust's decision-making, published its baseline report.

In its final year, the **Health Action Project** continued to support the involvement of the voluntary sector in the Health Action Zone. It undertook a review of the fitness for purpose of the support agencies for the sector and helped engage community groups in the development areas of Newton Heath, Ardwick, Lower Kersal & Charlestown and Partington.

Building on the **Kath Locke Maternity Pilot**, *diverse resources* has continued to support the development of maternity services across Manchester. It has worked to influence the Central Manchester Hospitals' and PCT's new maternity specification, focusing resources on communities most in need. It also helped appoint the Consultant Midwife (Drug and Alcohol), and supported her work through membership of the steering group.

**Left:** In partnership with local parents, Longsight Library and Starbucks Coffee, Sure Start Longsight held four popular coffee mornings this year, promoting early literacy through story-telling and music.

# Providing quality services



Photo: Mr. Sparrow



# that meet diverse needs

After five years of planning, the hard work paid off this year with the opening of the new £1.6m **Zion Community Resource** on Stretford Road in Hulme. A new home for the services and activities developed in *diverse resources'* first centre, it was purpose-designed by staff, volunteers and users and provides a quality environment for the development and delivery of services. Thanks go to Triangle Architects, North British Housing Association (who acted as development agent) and Moss Side & Hulme Partnership, for their support in bringing the project to fruition.

A number of new services have been developed in the centre, and existing services have had space to expand. The new **Garden Training Project**, run jointly with HARP, develops literacy and numeracy skills through horticulture. Participants have built up their confidence levels, learned new skills and contributed to the creation of an inspiring and relaxing outdoor space at the Zion. The project adds another choice to the supported training options available at the centre. The **Zion Laundry** aimed to provide another such opportunity for local people as well as offer a much-needed service to the community. Funding proved problematic this year, however, and new plans are now being developed so that this resource can be used to its full potential.

**Voices & Choices** Women's Group was able to really take off in the new Zion, with support from agencies including Health Promotion and Dieticians. A group of volunteers has been recruited and trained to offer a variety of health-promoting and self-esteem building activities such as relaxation and walking for fitness. The group attracted large numbers of women suffering from mental health problems, and proved an effective pathway into other services and training opportunities. **Zion Art Paintbox** is another group which has been able to expand its activities in the new centre, building new partnerships locally.

Training opportunities have been expanded through the successful delivery of a **New Deal** contract to provide supported employment for young people aged 18 to 24. A comprehensive support system has been developed, to assist the most vulnerable in our communities to succeed.

**Left:** A new venture for the Sugar Group – health walks in Manchester's green spaces.



**Self Help Services** continued to grow in strength and number over the year, with fourteen groups operating across Manchester and thirty people employed as facilitators. A development worker has now been appointed to support the groups, and a new code of ethics for facilitators developed. Self Help Services worked with national researchers to trial a computerised cognitive behavioural programme called Beating the Blues, and have worked with the Manchester Mental Health Partnership to develop service protocols.

The **Sugar Group**, developed at the **Kath Locke Centre** with the active involvement of local elderly people, remains one of *diverse resources*' most popular groups, with 30 to 40 people attending each week. It provides a social meeting point for people – mainly of African Caribbean origin – suffering from diabetes, and offers a range of activities from exercise and advice. This year, it expanded its activities to include health walks, and group members participated in a People's History Museum Project, *Moving Lives*, talking to local school children about their experiences of emigrating to the UK.

## Providing quality service

**Therapeutic Services** continued to deliver counselling, massage, stress relief and homeopathy to excluded communities across Greater Manchester. Therapeutic massage has been targeted at users of services at the Kath Locke and Zion Centres and has continued to prove an effective part of care for people with mental health needs and drug dependency. A new contract for delivering packages of care to drug users wishing to enter into detox began this year with The Big Issue in the North and Counted In. Therapeutic Services developed and delivered a new course this year: called *Keeping in Touch*, it trains local people to develop basic massage, relaxation, listening, self-esteem and confidence-building skills.

Photo: Rachel Joseph

that meet diverse needs

**Left: Yoga at Kath  
Locke Community  
Health & Resource  
Centre in Hulme.**

A key move towards making the most effective use of staff resources was the development of team and individual targets in alignment with *diverse resources'* objectives. Further work will be done to build on this next year.

*diverse resources* has always been committed to developing its staff, and the opportunities open to them, in order to ensure they work as effectively as possible. This year, it overhauled its appraisals system and a new competency framework for managers was drawn up. Following a training needs analysis last financial year, a wide-ranging internal training programme was developed.

Nearly all staff attended at least one training session. Training offered covered areas such as handling conflict, health & safety and staff management. The quality of *diverse resources'*

staff development programme has contributed to a very low staff turnover, which remained at about 3% per annum.

Sharing skills within staff teams has meant that although most staff undertook training this year, the cost of training to the organisation was just 0.02% of the overall budget. *diverse resources'* staff were able to take up opportunities provided by the Health Action Zone to train as Pacific Institute trainers, and are now able to deliver STEPS and Investment in Excellence (IIE) personal and organisational development courses, reducing the cost of offering these courses on an ongoing basis.

*diverse resources* has continued to monitor its staff by ethnicity, gender, sexuality and a number of other indicators. This demonstrates progress







# Making the most effective use of our resources

on recruiting staff who reflect the diversity of local communities. A full breakdown of this information for 2002 is available, but the main trends are:

- **45%** of staff are from a minority ethnic group, compared to **37%** in **2001** and **36%** in **2000**
- Just over **one third** of staff are responsible for children
- Just under **10%** have a disability

Services have worked to ensure that they are operating as efficiently as possible and are avoiding waste. **Therapeutic Services** have managed to reduce missed appointments to **11%** this year, an improvement on last year's **15%**.

Tai Chi and yoga classes at the **Kath Locke Centre** have remained open access, but in order to ensure quality is maintained, an upper limit has

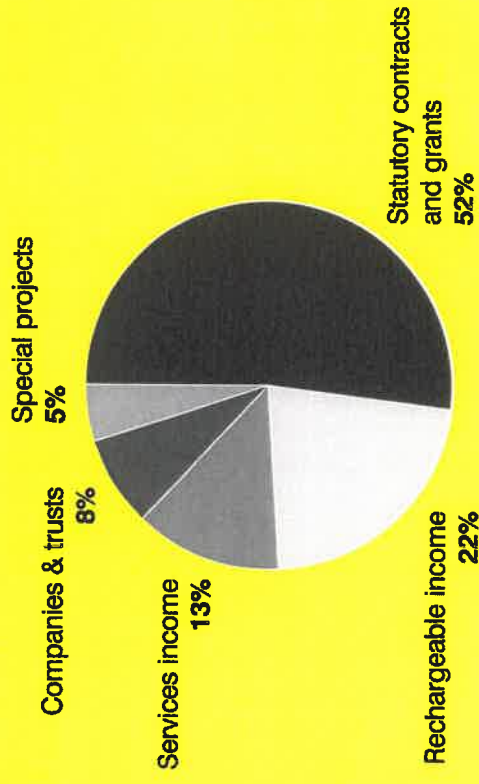
been placed on the numbers attending any one session. Monitoring systems for all services were reviewed and workshops to train managers to evaluate services were delivered by Salford University.

A new provider for internet and e-mail services was secured, and a programme of ensuring that all managers and all centres have access to e-mail has been completed. An IT programme for the delivery of booking and invoicing systems on the centres' receptions has been investigated for development next year.

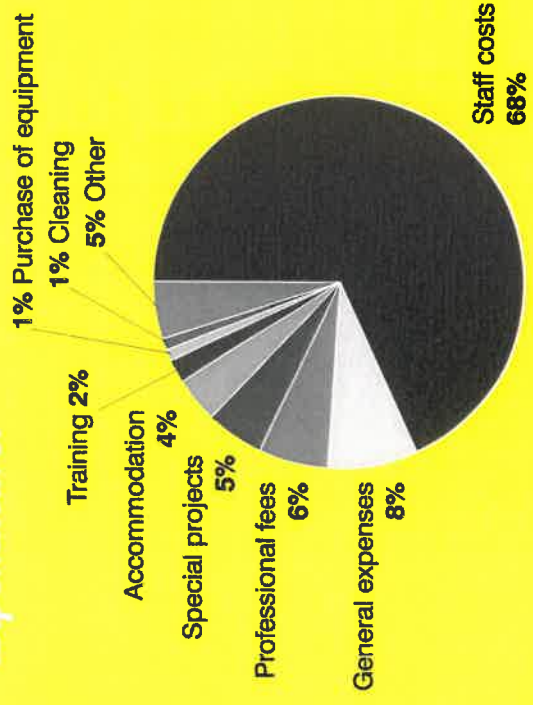
**Above:** Training with the New Deal programme

# Making the most effective use of our resources

## Income:



## Expenditure:



A full copy of the audited accounts is available from *diverse resources* – please see contact details on page 2.

The main income and expenditure categories are shown on the pie charts.

# Being accountable to users, communities & staff

*diverse resources'* Board of Trustees continued to reflect local communities and to engage people with the required skills. It had seven full members and two co-optees:

- Chris Binns – Chair
- Adrian Jennings – Treasurer
- Mark Fitzgibbon – Secretary
- Viveen Taylor – Vice Chair
- Linda Hargreaves
- Angela Young
- Mathew Harris
- Nadia Siddique – co-optee
- Rob Clarke – co-optee

Of these nine, four lived in areas where *diverse resources* worked; two were African Caribbean and one was Asian; four were women. Four worked in *diverse resources'* centres or services. Photographs of trustees are now displayed in each of *diverse resources'* centres in order to improve their visibility to staff and users.

*diverse resources* continued to work with a number of partnerships which engage local communities. One example is **Sure Start** in Longsight, whose Partnership Board aims to actively engage six parents, and this year has successfully engaged four. Parents are engaged at a whole host of forums and groups; when

attendance by parents has been poor, staff have gone to other forums and engaged them there.

Throughout the organisation, efforts have been made to introduce opportunities for service users and volunteers to participate in delivering and managing services. This has been successful to varying degrees in different parts of the organisation. The **Aisha Childcaring Group** has for a number of years had a steering group made up of parents and other agencies overseeing its work, and holds a Parents' Forum twice a year.

**Voices & Choices, Self Help Services** and the **Sugar Group** all directly engage local people as volunteers or sessional staff to run and deliver their services. The **Kath Locke Centre** and **Zion Community Resource** have run centre meetings for a number of years, although these have proved variable at engaging users of the centres.

This year, *diverse resources* developed community involvement competencies for all staff and will be developing a policy statement outlining principles of involvement. Its full implementation is likely to happen next year, as is a review of the implementation of the complaints system. The number of complaints remains low, with just three complaints made this year.



# Creating an image that

*diverse resources* has grown rapidly, developing new services in response to the needs of different communities and individuals. As a consequence, it has increasingly needed to consider the image of itself that it promotes, both locally and nationally. In 2000, it decided to begin work on a complete overhaul of its image – including a change of name – in order to properly reflect the range of activities it was now undertaking.

Throughout last year, Andrassy Design was engaged to work with staff teams to develop the new name and new image. In June 2001, *diverse resources* was launched, and the old name of CHRC – Community Health & Resource Centres – discarded. The launch of the new image coincided with the opening of the new **Zion Community Resource**, which attracted over 300 visitors.

The new image comprised a logo family, with each centre and service taking on a logo which identified it as part of *diverse resources*. These new logos allowed services and centres to retain individual identities within a corporate brand, ensuring that people who only used one part of *diverse resources* still recognised it, but understood its connection to the other parts. The new image also involved establishing a house style for letters and other documents. Staff attended training sessions on quality standards for communication.

A new web site was launched at the same time, along with new leaflets for each service and centre. A special ten year anniversary booklet was produced, too, celebrating the achievements of *diverse resources* and the lives of people who have been involved in its development over the past ten years.

reflects what we do



Photo: diverse resources' archive

**Left:** At the launch of the new Zion Community Resource, when diverse resources was launched and new branding for all services unveiled

# Significant numbers

## Zion Community Resource

- Number of people visiting the centre: **15,492** (up **25%** on last year)
- Number of telephone calls to the centre: **13,837** (up **20%** on last year)

Zion Community Resource houses a number of statutory and non-statutory agencies including African Caribbean Mental Health Services, HARP, DASH, Manchester Drugs Services, Consultant Midwife for Drugs & Alcohol. It offers a number of services including a garden training project, a laundrette, Voices & Choices (a women's group aimed at women suffering mental distress) and ZAP (an art drop in).

**Zion Community Resource**  
339 Stretford Road, Hulme, Manchester, M15 5ZY  
Tel 0161 226 5412 Fax 0161 227 9862

## Self Help Services

@ Zion Community Resource (see above)

- **147** people attend a self help group every week
- **14** self help groups now operate across Manchester
- **30** facilitators are employed

Self Help Services supports the development and operation of 14 self help support groups, facilitated by people with direct experience of the issues.

## diverse resources Training

@ Zion Community Resource (see above)

- **25** people completed the garden training project
- **28** people attended basic numeracy and literacy creativity projects
- **18** people attended confidence-building courses
- **23** people attended Pacific Institute STEPS courses

- Nearly **100** staff undertook internal training
- **2** staff completed university masters courses

A comprehensive training programme for communities, staff and service users is delivered annually from *diverse resources* centres.

## Aisha Childcaring Group

@ Zion Community Resource (see above)

- **35** children attended the nursery over this year
- **129** children were cared for at drop-in sessions
- **31** different children attended the afterschool club
- **79** different children attended the playschemes
- **11** trainees gained NVQ qualifications in Childcare & Education and Playwork

Aisha offers full-time nursery, afterschool and playscheme care. It provides NVQ training in Childcare & Education and Playwork.





### **ZAP (Zion Art Paintbox)**

@ *Zion Community Resource* (see above)

- 1,160 visits were recorded at drop-ins

ZAP provides drop-in art sessions for local people and those suffering from distress.

### **Voices & Choices**

@ *Zion Community Resource* (see above)

- 82% of women attending had mental health problems
- 9% were disabled
- 16% lesbian
- 29% African Caribbean
- 6% Asian
- 2% Irish
- 10% Black other
- 48% White
- 4% other

Voices & Choices is a women's support group aimed at improving health and well-being, with an emphasis on raising self-confidence and building self-esteem. It trains volunteers to become walk leaders, community health tutors, beauty therapists, and to run the sessions.

# Significant numbers

## **Kath Locke Primary Care Centre**

- Number of people visiting the centre: **26,848** (down just under 1,000 on last year, reflecting the relocation of the nursery)
- Number of telephone calls to the centre: **24,290**
- Sugar Group attracts **30-40** people each week
- Tai Chi attracts **20-30** people each week

The Kath Locke Centre is a primary care centre, offering a range of services including physiotherapy, baby clinics and family planning. It houses a number of agencies including the Community Mental Health Team, African Caribbean Mental Health Services, BHA Peer Education Project, a dentist, and the Healthy Living Network. *diverse resources* deliver a number of services from the centre, and co-ordinate activities such as Tai Chi and the Sugar Group.

*Kath Locke Centre*  
*123 Moss Lane East, Hulme, Manchester, M15 5DD*  
*Tel 0161 455 0211 Fax 0161 455 0213*

## **Therapeutic Services**

@ *Kath Locke Centre* (see above)

- **728** massage appointments were offered this year
  - **246** people accessed the counselling service
  - **261** homeopathy appointments were offered
- Therapeutic Services offer counselling, homeopathy and massage services across Greater Manchester.

## **PEG**

@ *Kath Locke Centre* (see above)

- **250** copies of the baseline report were distributed
- **6** volunteers were recruited and supported
- **10** presentations were made to local groups
- **3** volunteer projects were carried out
- Presentations were made at **3** conferences

The PEG project is a three-year research project developed in partnership with Salford University to support the community to evaluate its involvement in the decision-making of the Primary Care Trust.

## **Healthy Living Network**

@ *Kath Locke Centre* (see above)

- The Network kept **24** partners involved in the development of a successful NOF (New Opportunities Fund) bid over a period of two years; **7** of these partners formed the core bid-writing team.

The Healthy Living Network works across Hulme, Moss Side, Old Trafford & Whalley Range to co-ordinate and focus local agencies on the needs of the most excluded people in communities and to improve the health & well-being of local people.

## **Health Action Project**

@ *Kath Locke Centre* (see above)

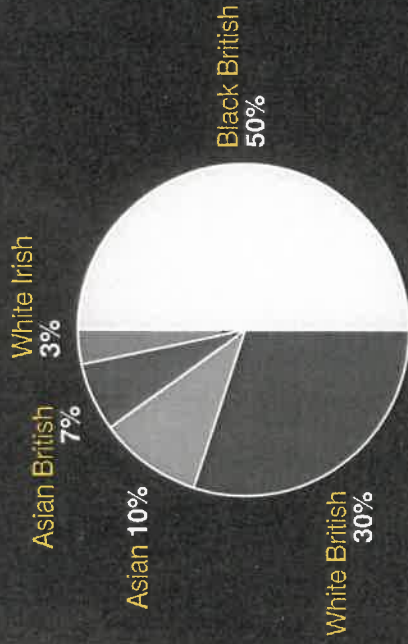
The Health Action Project is a partnership set up to ensure the involvement of the non-statutory sector in the Health Action Zone.



### New Deal

@ Kath Locke Centre (see above)

- 30 trainees taken on over the year
- 11 trainees have completed placement so far
- 7 trainees found employment
- Breakdown of ethnic origin of trainees:



*diverse resources* contracts for the delivery of intermediate labour market placements for people aged 18-25.

### Sure Start

- Helped over 80 families this year
  - Had contact with just under 200 children aged 0-4
- diverse resources* is the lead agency for the delivery of the Longsight Sure Start scheme, which works with families with children under four years of age.

### Sure Start

IMEX Business Park, Studio 9/10, Hamilton Road,  
Longsight, M13 0PD  
Tel 0161 224 1990

### Community Health Development Team

- Supported development of 6 new health projects
- Organised 4 community health events
- Supported 5 health forums

The Community Health Team engages local people in the work of the Primary Care Trust. Initially employed by *diverse resources*, the team transferred into the PCT in December 2001.

Community Health Development Team  
IMEX Business Park, Hamilton Road,  
Longsight, M13 0PD  
Tel 0161 249 0691

### Victoria Baths Partnership

The Victoria Baths Partnership has membership from Manchester City Council, Central Manchester PCT, Victoria Baths Trust and *diverse resources*. It aims to redevelop the Victoria Baths on Hathersage Road to offer services to the local community.

Victoria Baths Partnership  
IMEX Business Park, Studio 9/10, Hamilton Road,  
Longsight, M13 0PD  
Tel 0161 224 2020

### Chrysalis

Chrysalis is a family centre set up as a local voluntary project in the Moss Side area. *diverse resources* were asked to manage the project to support its management committee and help access funding in early 2001.

### Chrysalis

4 Westerling Way, Alexandra Park, Moss Side,  
Manchester, M16 7EA  
Tel 0161 226 8090



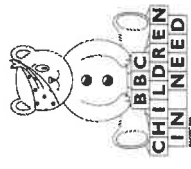


Photo: Michael Clarke

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