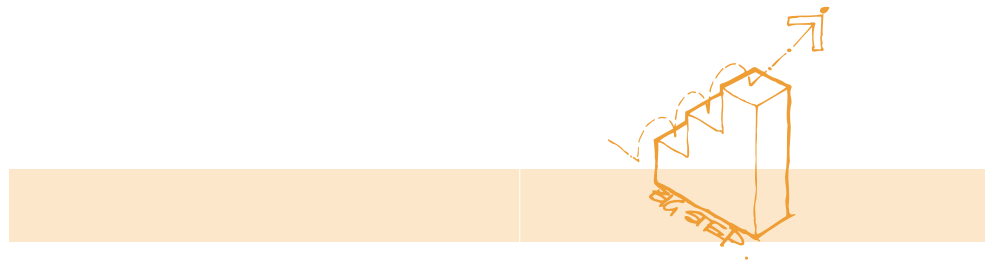


**The
Big Life
group**

**Annual
Report
2002/2003**

**BUSINESS
CHANGING
LIVES**



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SPECIFIC PROBLEMS

HAVE THE WORST HOMELESS STATE IN EUROPE.

MENTAL HEALTH EXCLUSION

INCLUSION
SELF-HELP
ACCESS
WORKING TOGETHER
COMMUNITY
CAMPAIGN
PUBLIC PEOPLE

zion community resource

THE ISSUE NORTH WEST
ORIENTAL DANCE

UNIQUE RESPONSES

EARLY SUCCESS

CONFIDENCE

FOUND BUSINESS

CREATING FANS

THE BIG ISSUE IN THE NORTH

FROM AGENTRE TO A SOLUTION

DIVERSIFYING OUR BUSINESS

INNOVATION TEAM

SOCIAL FINANCE

CREATIVE SERVICES

QUEST

CHIPPY

NUDEEN

IMEX

CAFFE MINDS

GARDEN

MERGER

FUTURE!

THE BIG LIFE GROUP

social businesses and charities

MANCHESTER

ASIA

DIVERSITY

WARRICK

LEEDS

NEWCASTLE

GLASGOW

BRISTOL

GLASGOW

GLASGOW

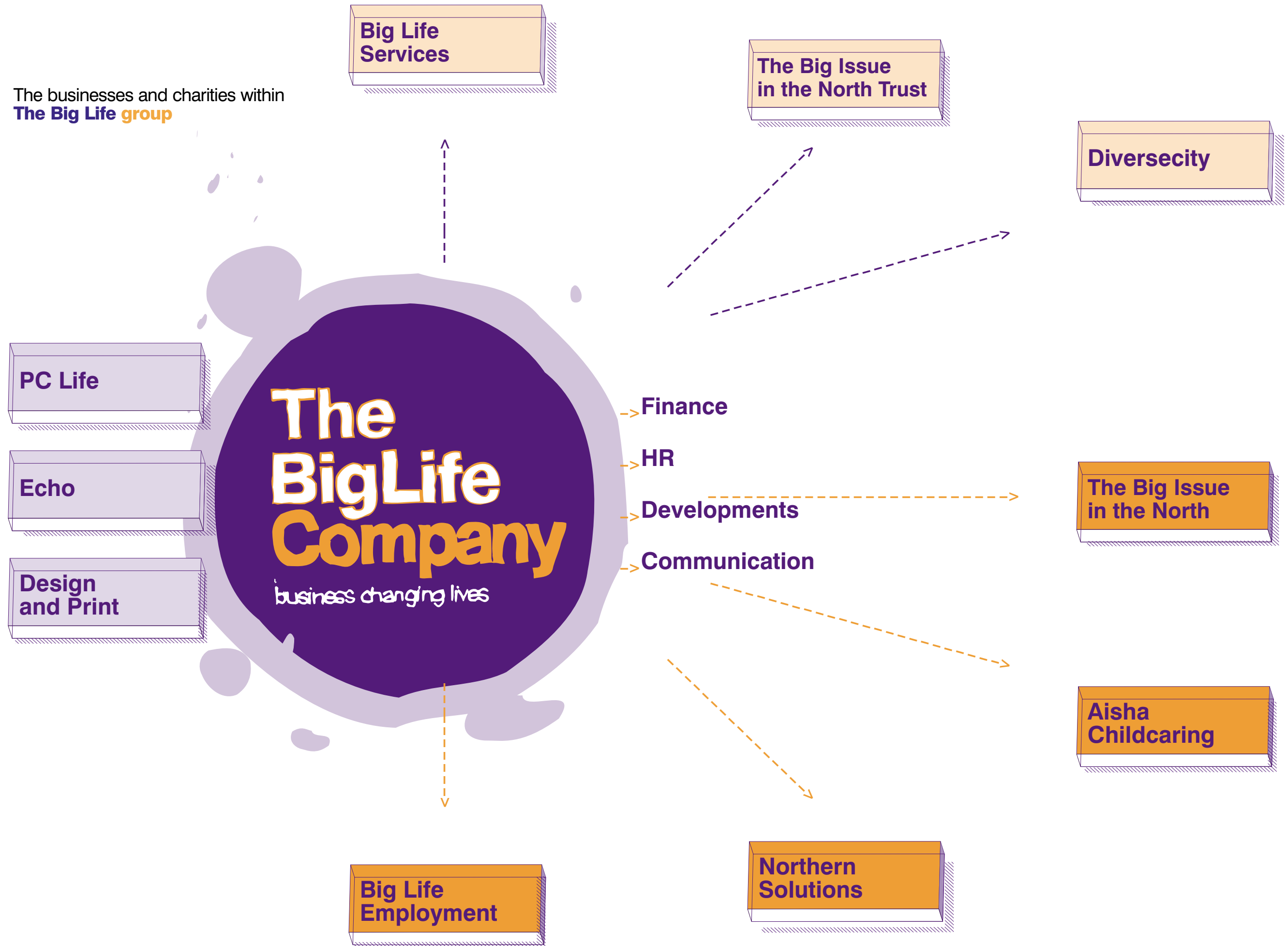
GLASGOW



Introduction

On April 1, 2002, we created **The Big Life Company**, now referred to as **The Big Life group**, through the merger of *diverse resources* and The Big Issue in the North. This was the beginning of a different kind of organisation and our mission to change the world. A world where people can make mistakes and know they can find support to change their lives for the better. A world where individuals and businesses will see that financial and social success can be achieved together.

The businesses and charities within
The Big Life group



The Big Life group are social businesses and charities working together, a structure we believe can create even more opportunities for people to change their lives. By sharing core functions, our limited resources will be used more efficiently. By pooling our resources and reputations we will have a bigger voice and be able to advocate for people who are disenfranchised. And finally, by building our businesses we will ensure that our services are sustainable.

We have set ourselves clear and ambitious group objectives for the next five years, with targets for teams and individual members of staff. Each quarter every business and service reports on our progress.

- Our objectives:**
- > **Creating opportunities for people to change their lives**
 - > **Doing good business**
 - > **Improving what we do**
 - > **Changing the world**

To create a better world we have to challenge ourselves and our practices. We have stated values and beliefs that are incorporated into all aspects of our work. This year we have rolled out workshops with all our staff teams on our vision and values and have ensured they are central to our staff appraisal system.

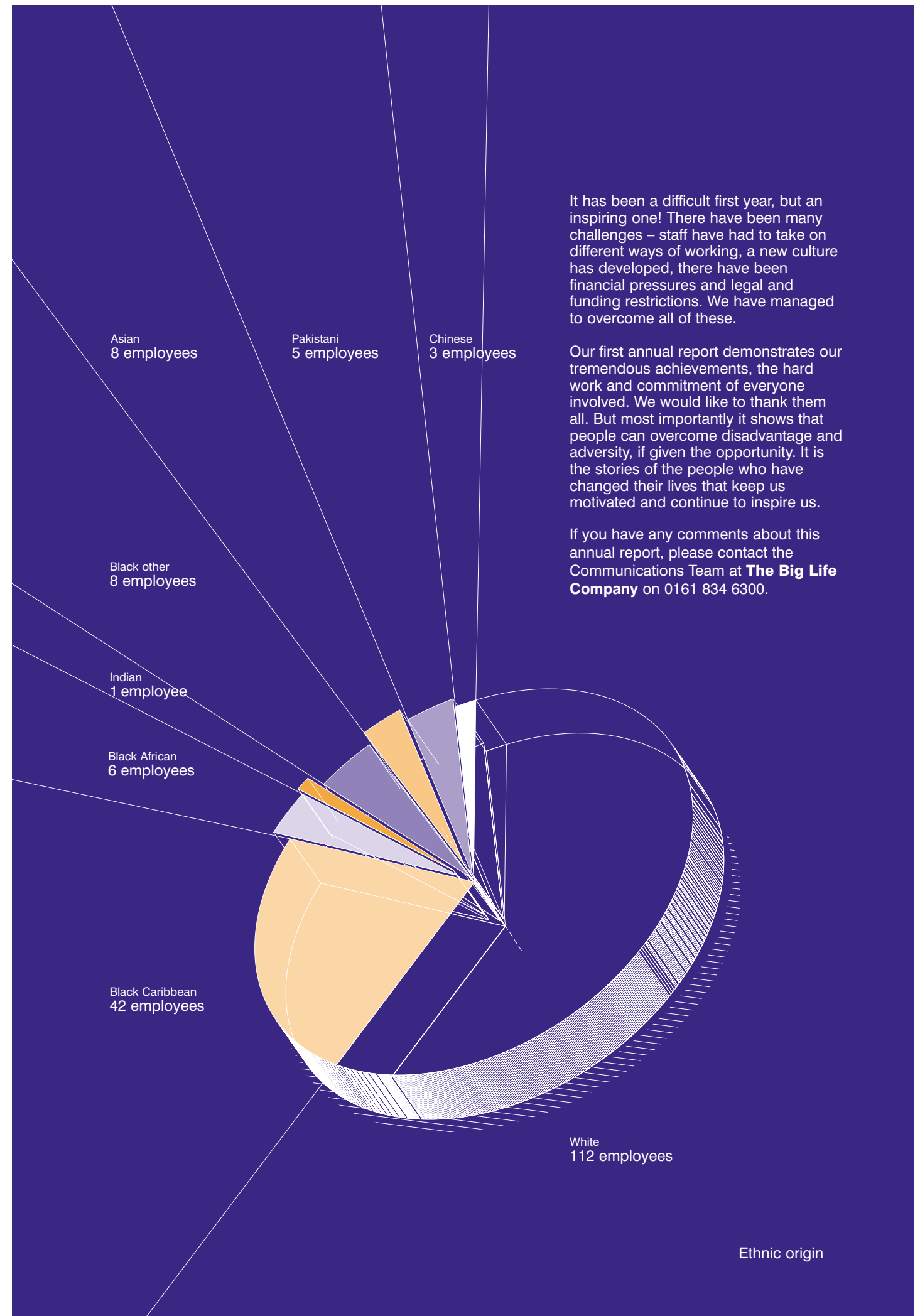
- Our values:**
- > **Inspiring**
 - > **Courageous**
 - > **Valuing Difference**
 - > **Honest**
 - > **Creative**
 - > **Thoughtful**

- We believe:**
- > **People are unique**
 - > **People have unlimited potential**
 - > **People have the capacity to change**
 - > **We celebrate achievement**
 - > **We demonstrate respect**

The Big Life Company employs all the staff across the group and provides all the core functions – Human Resources, Finance, Fundraising, Communications, Development and Corporate Governance to all the businesses and charities within **The Big Life group**.

We invest in our staff and this year have revised all human resource policies and procedures. We also delivered a comprehensive programme of staff training. During this year just 1.5% of working time was lost as a result of sickness absence (compared to national average of 4.1%, *CIPD survey 2000*).

The Big Life group of companies is committed to having a diverse workforce. We believe this will make us stronger as an organisation, and more able to respond to the needs of the people we work with. Our staff analysis found we have 118 female employees to 69 males, and that 39% of our staff are from a black or minority ethnic group. This compares with a national figure of 5.5% and 6% of the population of Greater Manchester.



It has been a difficult first year, but an inspiring one! There have been many challenges – staff have had to take on different ways of working, a new culture has developed, there have been financial pressures and legal and funding restrictions. We have managed to overcome all of these.

Our first annual report demonstrates our tremendous achievements, the hard work and commitment of everyone involved. We would like to thank them all. But most importantly it shows that people can overcome disadvantage and adversity, if given the opportunity. It is the stories of the people who have changed their lives that keep us motivated and continue to inspire us.

If you have any comments about this annual report, please contact the Communications Team at **The Big Life Company** on 0161 834 6300.

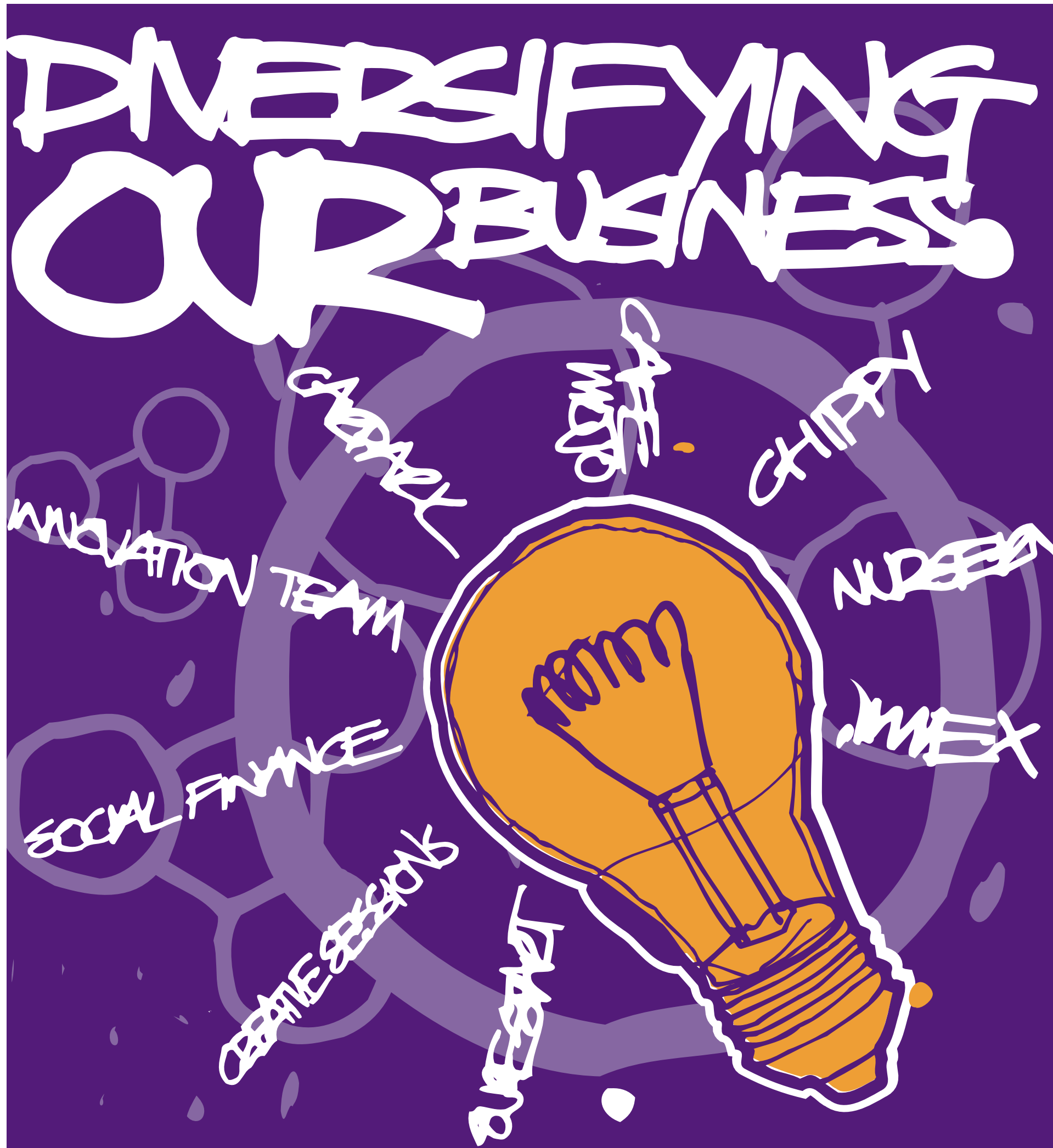
The Big Life group Objectives and Achievements this year

The Big Life group Targets

Target	Progress
Creating opportunities for people to change their lives	
Create 150 new jobs, a minimum of 50 for people who have been excluded from the jobs market, for example through ill health, addictions, mental health, disability and discrimination.	We created 19 new jobs – 12.6% of our five-year target.
Provide 1000 supported employment places, for people who have been excluded from the jobs market, with 30% going onto mainstream employment.	We provided 83 people with supported employment placements and a further 10 with work placements, achieving 9.3% of our target. We supported 68 people directly into mainstream employment and a further 15 people moved from supported employment placements into jobs – achieving 27.6% of our target.
Offer training to 1500 people, from a menu of 100 courses/projects, with 1000 people achieving a recognised qualification.	82 people attended training, from a range of 30 courses. We also ran a successful training programme, for vendors of The Big Issue in the North. Vendors completed a total of 108 ICT units which were accredited. A further 66 people were helped to access external training.
Create 6 new innovative centres for delivery of Big Life group activities in cities across the North of England; with at least one being outside Manchester, Liverpool and Leeds. Centres will be developed in partnership with other agencies.	We worked on our plans to develop a new Big Life Centre, in Liverpool, which will deliver a range of services to people who are socially excluded. The centre is planned for completion in 2004. Summergrove, accommodation for families where parents have undergone a detox, is undergoing refurbishment and will open in 2003. A new building has been designed for Surestart Longsight, in Manchester, and tenders have been contracted for building to start next year. Support has been given to the Archer project in Sheffield.
Develop a comprehensive menu of activities and services available through Big Life centres for people from excluded groups, using a 'change exchange' approach.	We have reviewed the services and training programmes across The Big Life group and have developed a service user-led website detailing all services. We have begun to develop a tool for helping people decide what changes they want to make in their lives and plan how to achieve them – The Big Life Plan – which will be launched next year. We have developed a set of beliefs on which all our services and businesses operate.
Develop and implement a model for measuring improvement in quality of life throughout The Big Life group.	A project group has been established to develop a range of quality of life measures to enable people to celebrate their achievements and The Big Life group to assess its effectiveness. This work will be completed next year.

Target	Progress
Doing Good Business	
Develop three new profitable businesses within The Big Life group.	Aisha Childcaring, Northern Solutions and Big Life Employment (BLE) will all be established as companies, wholly owned by The Big Life group, by the end of the year. Aisha Childcaring is developing two new nurseries and a franchise model.
Achieve a turnover of £10m (5.5m trading, 3.5m contracts, 1m grants) with a 10% profit on each business.	We have begun to monitor our income to evaluate our sustainability. For businesses we divide income between trading turnover and grants, for services between contracts and grants. We believe we will be more sustainable if we can have a large trading turnover and if our services are funded through contracts rather than grants. This first year we have made good progress to developing our trading income and we are confident that we will exceed our five-year target.
Support the development of 20 social enterprises, sharing expertise, practical support and providing incubator facilities for emerging businesses to assist them in becoming sustainable businesses.	We have supported: Trade for Change (Leeds) through non executive directors involvement on Board. Big Issue South West – seconded a CEO for six months Supported WEVH (Manchester) to develop new building and crèche facility. Representation at Manchester LSP Thematic Partnership on Social Enterprise, and Liverpool Plus Board. Provided payroll for Lets Get Serious and Vision 21. Shared copies of policies and procedures with two organisations.
Create an asset base and sufficient cash reserves for The Big Life group.	Lack of an asset base or sufficient cashflow in The Big Life group has affected our operation this year. We have contributed a small surplus to our cash reserves from this year's trading. A review of assets has been undertaken. A draft financial strategy has been produced and consultation undertaken with staff.
No one customer to be responsible for more than 20% of each business.	Initial reviews of our customer base have been undertaken and further plans for diversifying will be developed next year.
Improving what we do	
Achieve two recognised quality standards.	Supported by the Chamber of Commerce in Manchester we conducted initial staff surveys to establish baseline information. A baseline staff survey has been undertaken. In addition departments have begun to undertake quality standards in their fields i.e. Quads, Ofsted, National Training Standards.
Establish a comprehensive staff-training programme, ensuring all staff are fully supported to achieve their responsibilities.	77 training courses were offered to staff this year – 34 different courses. 186 staff attended.
Ensure all our activities undertake monitoring and evaluation. This will include establishing customer feedback systems.	Monitoring and Evaluation project group established and reviewing existing methods.
We will have Non Executive Director involvement in all our businesses, and user and community input into all services. We will have a network of ambassadors keeping us up to date with innovations and best practice.	Non Executive Directors have been appointed to TBLC, NS, TBIITN, BLE. Aisha still seeking Non Executive involvement. Trustees and Non Executive Directors engaged in a creativity dinner to review the first year. Networking events were held in Liverpool, Leeds and Manchester with key partners.
Have a culture which reflects our organisational values and works towards achieving our objectives.	This year we worked with the Chamber Business Enterprises to do a staff survey. Just over 70% of staff responded. Over 80% of our staff felt they had loyalty to the organisation, and more than 65% felt that The Big Life Company was committed to investing in its staff.

Target	Progress
Changing the World	
Launch three major campaigns which highlight and tackle issues of discrimination, disadvantage or poor quality/ effectiveness/efficiency.	We collated views from across the organisation of major issues for campaigning. We sourced external support for developing this area of work and will develop a full strategy next year. The 'Lethal Streets' campaign in The Big Issue in the North highlighted the health impacts of homelessness. The 'Out for Good' campaign in The Big Issue in the North reported weaknesses in prison resettlement and led to our involvement in the North West Prisoner Resettlement strategy.
Work in partnership with external agencies, businesses and authorities to develop services and opportunities for excluded communities.	The Healthy Living Network in Manchester – TBLC is the lead agency in the partnership. Funding is secured and the project has begun. TBLC is the lead agency in Surestart Longsight, working with statutory agencies to make services accessible to a mainly Asian community. Summergrove in Liverpool – a partnership between Liverpool City Council, Maritime Housing and TBLC to develop supported housing for parents who have been through a drug detox. Supporting CHAP (a local project in Salford) to develop its management of a primary care facility, in partnership with New Deal for Communities and the Primary Care Trust.
Publish research on three topics affecting the lives of people who are disadvantaged.	Produced annual audit of vendors. Carried out staff survey. Carvassed staff for their priorities for research. TBLC was a case study in CAF research on social enterprises.
Promote the brand of The Big Life group , its subsidiaries and associated charities, in order to improve the lives of the people we work with.	Produced The Big Life group brochure and developed brand identity across the group. Held events in Leeds, Liverpool and Manchester to promote the group activities to partner agencies. Held Big Difference Awards in Liverpool and attracted over 350 guests Ongoing workshops, presentations and press over the year.



Throughout this first year we have developed our existing businesses (The Big Issue in the North) and new businesses (Northern Solutions, Aisha Childcaring, Big Life Employment) within the group. **The Big Life Company** also owns 35% shares in Diversecity. A number of new businesses are still being developed including a training and consultancy arm, an IT support business, and a design and print service.

Big Life Businesses

→ We describe each of these, and **The Big Life group** itself, as social businesses, because they have triple bottom lines. They aim to make profits, to have social outputs and to be ethical. Over the last year we have begun to develop measures to assess how successful our social businesses are.

Most of our businesses are companies limited by guarantee, but some are share companies. We choose the organisational form most suited to the business. **The Big Life Company** is a privately owned limited company whose profits are reinvested into the group.

Despite the national policy support, for the development of social businesses, last year demonstrated that some significant barriers still exist. The ability of a new social business to raise finance without a track record or asset base is still a barrier to growth.

The Big Issue in the North

The first year of **The Big Life group** also marked the 10th anniversary of *The Big Issue in the North* magazine. It was an exciting but tough year, with both advertising and magazine sales dipping (reflecting a similar downturn in the mainstream publishing industry).

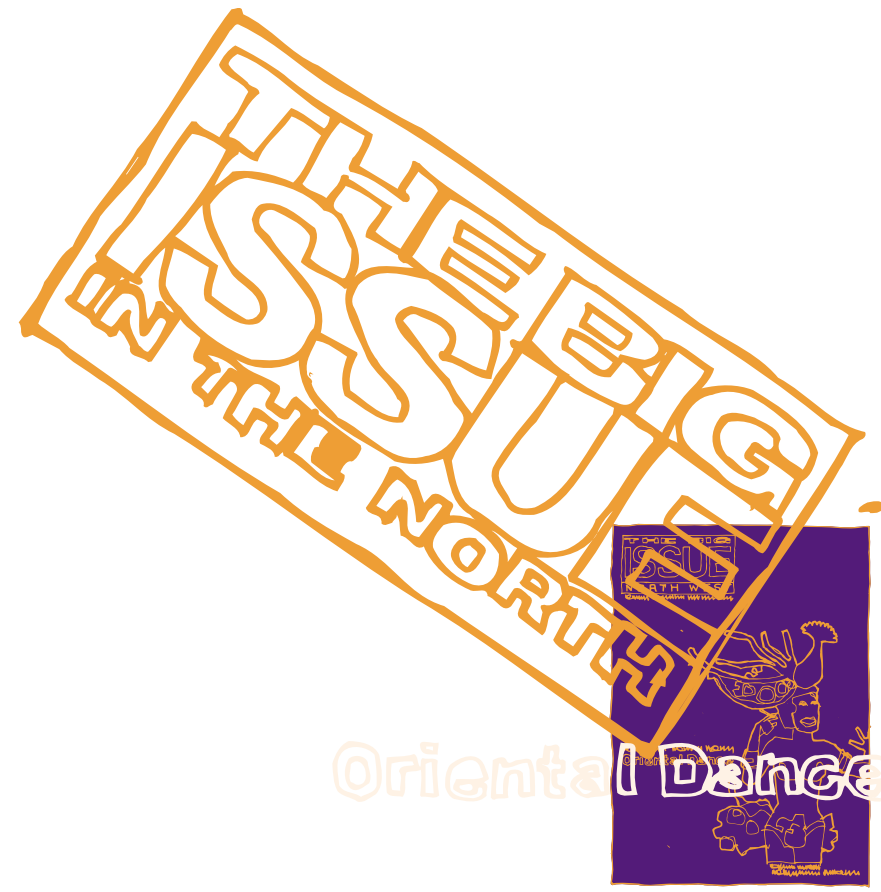
A number of critical factors affected sales, including the end of the first two years of the Big Futures Training Programme. The Programme, introduced in May 2000, involved vendors in a structured training programme and imposed a time limit for them to sell – of up to two years. The impact of the Programme was evaluated in autumn. A new flexible, individually tailored programme is being developed and will be implemented next year – see *Vendor Services*. In addition the close work with Big Life Employment has meant that 52 vendors gained employment this year. Although the number of new vendors coming to sell the magazine has stayed relatively constant, (1,300 pa), their profile has changed significantly. In 2001 the vendor audit showed that 53% of vendors had been selling for less than one year and 28% for more than two years. Compared to this year's audit, which has shown that nearly three quarters of vendors have been selling for less than one year and only 7% have sold for more than two years. The lack of sales experience of new vendors has impacted on magazine sales.

Magazine sales witnessed a sharp drop during both ABC (Audited Bureau of Circulation) periods. From January to June, sales dropped by 17.7% to 47,517 a week. Then in the second period, July to December, sales fell to 44,599, a drop of 22.77%. Two years ago sales of the magazine were in excess of 60,000 a week.

The newly established Sheffield outlet averaged 5,958 sales a week, an increase of 0.02% on last year. Another distribution point was set up in Scarborough for vendors struggling to commute from the Leeds office.

For many vendors the move from selling the magazine to supported or mainstream employment is too big. This year we piloted an intermediate step – Big Life Trainees. Vendors were given the opportunity to apply for a full-time post selling the magazine as a paid member of staff. Applicants went through a standard recruitment process and in addition had to have a bank account, a tenancy and a good track record of sales. The scheme initially employed six trainees, in both Manchester and Leeds, and two in Liverpool.

Recruitment advertising sales remained the strongest section for the magazine, following the trend in previous years. It generated £290,907 income, with the section fluctuating between eight or nine pages every week.



Display advertising brought in a good mix of organisations including councils, NHS's and charities. Total advertising income generated was £491,901.

A new area of work with Liverpool City Council's 'City Magazine' was introduced. The Big Issue in the North is responsible for selling all external advertising for the magazine, generating Liverpool City Council £27,155, and an income from its annual report of £17k.

The year saw some of Britain's most high profile writers contributing to The Big Issue in the North. At Christmas, Guardian columnist Julie Burchill told us why everyone should buy the magazine, while during the summer Chocolat author Joanne Harris wrote a specially-commissioned short story for us. Broadcaster and commentator Darcus Howe gave us his take on the Commonwealth Games and a two-part interview with Noam Chomsky brought

some strong opinions to The Big Issue in the North.

Continuing our strong tradition for campaigning against social injustice, the magazine worked with other Big Issues in the UK to launch Lethal Streets which reported on the chronic and avoidable health problems suffered by homeless people. As a result an Early Day Motion was tabled in the House of Commons, by Liberal Democrat MP, Simon Hughes, calling for urgent action by the Government to stop homeless people dying unnecessarily.

An investigation by one of our freelance reporters in Eastern Europe uncovered grave security lapses at Europe's latest nuclear reactor, at Temelin in the Czech Republic. While the story made national news, the findings were also taken to the European Commission.

The joint working arrangements with The Big Life group meant that The Big Issue in the North has been able to significantly cut its costs. The reduction of just over £91,000 in expenditure is attributable to the efficiencies achieved by sharing core functions and has enabled the business to stay profitable. In the year ahead we will be focussing on opening new magazine sales opportunities, creating new income streams for the business, and maximising sources of advertising income.

Big Life Employment

John was unemployed and was referred to The Big Life group in January 2002 to take up a New Deal placement within our administration team. When his contract finished in January 2003, John was offered a full time role within the sales department of The Big Issue in the North. He is now a full time Sales Support Worker. He has day to day contact with the vendors, serving them with magazines, badging new vendors up and supporting them on outreach around the city centre.

He said 'This is a job I feel proud to do, you know when you go out to work you are making a difference to other people lives as well as your own.'

Big Life Employment (BLE) is the employment and training business in The Big Life group. It delivers work experience placements, intermediate labour markets, training courses, accreditation and a range of learning, support and mentoring activities. We focus on people who have had the least opportunities and engage with them, to bring about improvements in their quality of life. Employment and training for marginalised people cannot be addressed in isolation. BLE works to tackle the barriers that exclude people from employment.

Over the course of this year the BLE team has attracted an additional 11 contracts in Manchester and Leeds, to the five that it had secured in 2000/01. The growth in income has been reflected in our ability to recruit seven new staff.

BLE has provided 83 supported employment opportunities and 10 placement opportunities this year. We have also successfully supported 83 people into

employment – 15 who had been on supported employment placements.

We have provided a comprehensive range of training courses including: ICT, basic literacy and numeracy, project-based learning programmes, pre-employability courses, vocational training, NVQ's, Open College Network accredited training in basic computing and life skills. During this year, 46 people have begun NVQ accreditations and 108 people have successfully achieved accreditation in ICT units.

BLE was incorporated as a company in 2000 and became part of The Big Life group in 2002. A new Board of Directors has been appointed and a business plan has been drafted.



Aisha Childcaring

‘Our daughter has attended the nursery for over a year. In that time I have observed significant developments in her speech, social skills, painting and playing. She is increasingly confident and I feel that this is partly due to the warmth, support and affection she has received from the staff. They are clearly dedicated to improving the learning skills of the children in their care.’ **Yoni, local mother**

Now in its eleventh year, Aisha Childcaring offers a 28-place daycare service, a 28-place afterschool club and playscheme. Based in Hulme, Manchester, it continued to provide quality childcare for local families, and first-class work and training opportunities to local people. This year eight people completed NVQs in childcare and education and two secured NVQs in playwork. Aisha provides an excellent start for children from diverse cultures and communities to learn and play together.

This year more than 200 children have been cared for in Aisha Childcaring’s services. In addition, sessional childcare has been provided for a number of other agencies including the African Caribbean Mental Health Project and Voices and Choices. Aisha has provided staff for other nurseries in the area and, in the year ahead, will be developing a comprehensive nursery nurse agency, providing temporary and permanent staff. In addition we have successfully developed the childcare facility at the Women’s EVH new centre.

We provided five placements for people on the Government’s New Deal Programme to learn about childcare and develop their skills. Two, of the five people, were employed on short-term contracts. We aim to make permanent positions in the next financial year.

A key achievement for Aisha Childcaring was an outstanding OFSTED report.

‘The nursery provides a warm, caring environment in which both three and four-year-old children are making good progress...’

‘This nursery is a valuable resource and serves the needs of its community very well.’

OFSTED report August 2001

Plans to develop the garden are well underway, improving the environment and facilities on offer to children. A contract with a local voluntary sector agency – HARP – has allowed us to introduce hot, nutritious lunchtime meals for the children. This has also supported the development of a local agency.

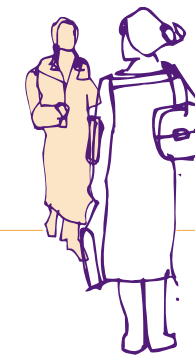
The Aisha Childcaring model is a proven success and this year has been applied to other nursery developments to be managed by **The Big Life group**. This includes the Hathershaw and Fitton Hill Nursery development in Oldham, and Stretford Road, a 100-place childcare centre due to open next financial year. A full franchise model is being developed for regeneration areas across the North.

Much work has been done this year to develop Aisha Childcaring as a business, and on 26th March 2003 it was incorporated as a limited company, wholly owned by **The Big Life group**. A new Board of Directors has been appointed and next year we aim to forge ahead with its development as a social business.

Northern Solutions

Bev, a mother of three, worked as a volunteer at the Zion Community Resource before joining Northern Solutions as a cleaner. In April 2003 Bev was promoted to Cleaning Coordinator within Northern Solutions. Bev said: ‘The Big Life group got me off benefits and has given me a great confidence boost. I am now able to provide more stability for my three children. **The Big Life group has also helped**

my children gain access to play therapy with City College. Not only has it encouraged me to do my job effectively and efficiently they have also helped me within my personal life.’



SOUND
BUSINESS

SERVICES

CONFIDENCE

Northern Solutions is a facilities management company providing a range of services to offices, community buildings and residential properties. It provides a quality and cost effective service.

Northern Solutions began by servicing the different companies within The Big Life group, and has continued to expand its business over the last year. It prides itself on employing local people and providing opportunities for people who are traditionally overlooked by mainstream employers. It creates excellent job opportunities for people returning to, or joining the labour market for the first time. Turnover this year was £174,077 of which

£131,000 was generated through contracts with The Big Life group; £13,110 through external contracts; and £29,967 was income generated through the provision of IT services. Consequently Northern Solutions ended the year with a small surplus.

Five people were placed within Northern Solutions through Big Life Employment. They were employed for a 12 month period to gain work experience and received individual training packages. Three people completed their placements, one secured full-time employment with us and one moved into full-time employment outside Northern Solutions.

Although Northern Solutions was incorporated as a company in 2000, it became part of The Big Life group in April 2002. During this year we have been developing its business functions and preparing it for further growth. A new Board has been appointed and a business plan produced with support from consultants – BlueSlate.



Services in The Big Life group

The Big Issue in the North Trust and Big Life Services charities deliver and purchase services. The Big Issue in the North Trust promotes the interests of vendors of The Big Issue in the North. It raises funds from individual donors (Friends of The Big Issue) and charitable trusts for the provision of a range of services. This year it continued to provide funding for complementary therapies, support with rehousing, training, furniture packages for vendors moving into new homes, and access to drug detox services.

When creating The Big Life group, we moved as much of the delivery of services into the social business as possible. We believe that the separation of Executive and Trustee functions in charities elongates the decision-making process – and a social business is a better vehicle for the delivery of our services. In addition, charities are restricted in their development of trading activities, this inhibits our ability to develop initiatives that will make our services sustainable into the future.

Consequently this year **The Big Life group** has delivered most services.

The Government's report on charities: *Private Action, Public Benefit*, recognised some of these constraints. The public sector commissioners were, on the whole, supportive of this development and we had no difficulty transferring contracts into the company. Unfortunately major grant funders were more restrictive; the National Lottery Community Fund felt unable to transfer its grant from a charity to a social business. Consequently some of the services have remained within the charities.

The asset lock (which ensures that charitable monies are retained for the use they were given) meant that while the vast majority of services transferred to the social business, the fixed assets and the cash reserves were retained within the charities. The lack of a trading history, a cash reserve or any fixed assets within **The Big Life group**, made it difficult to cashflow the services this year and this was exacerbated by the delays in funding caused by the inability to transfer some grants.

Despite all these problems we have continued to successfully deliver and evolve our services and have helped a large number of people to change their lives.

Kath Locke Centre

‘Two members of staff from the Kath Locke reception team undertook in house training, the “Keeping in Touch course.” This course gave me the opportunity to develop skills outside of my role. As a result of the training I facilitated an event for Black History month, which involved inviting local young children into the centre to learn about local person Kath Locke. The opportunity also raised awareness of stress issues for young people and how to deal with them effectively, the children had a fantastic day and learnt how to do face massage and relaxation.’ **Pauline, reception administrator**

The Kath Locke Centre based in Hulme, Manchester, combines the best in conventional healthcare with complementary therapies and self-help initiatives. Services based in the centre include a Dentist, a Community Mental Health Team, the African Caribbean Mental Health Service, Black Health Agency Peer Support, the Healthy Living Network, Women’s Domestic Violence Outreach Team, Therapeutic Services, Self-help Services and Aisha Childcaring Afterschool and Playscheme.

In addition a range of primary care services are delivered from the centre each week including physiotherapy, chiropody, and a mental health clinic. We were disappointed that a key family planning service moved out of the centre. In the year ahead we will continue developing our partnership with Central Manchester Primary Care Trust to ensure that we are key partners in delivering primary care services in the local community. In particular we are excited about plans to relocate a much-needed GP into the Centre.

The Centre works with local people to develop services. The Sugar Group (for African Caribbean elders affected by diabetes) continually attracted 40 people a week and has expanded its activities. Regular tai chi and yoga classes ran throughout the year and local groups used the centre for meetings and workshops.

New services on offer this year included:

- > A weekly advice session by Manchester Advice African Caribbean Link worker and Citizens’ Advice Bureau.
- > Barnardos counselling for young people.
- > Employment advice and counselling from Moss Side and Hulme Trust.
- > The Democratic Therapeutic Housing Co-op Project has also joined the number of services delivered at weekends.
- > The Arlaadi Somalian Group expanded its services with advice sessions, a Saturday club for children and a women’s group.
- > The Black Health Agency developed a new Black Cancer Care Support Group.
- > Movement and dance sessions for older people.
- > Brazilian summer exercise sessions for all ages.

During 2002–2003, more than 23,000 people visited The Kath Locke Centre and 18,000 people called to find out about our services.

We believe The Kath Locke Centre model provides an excellent way forward to improving the health of our poorest neighbourhoods. It offers opportunities for local people to take control of their own health, to influence health providers and to develop new self-help initiatives. In the future we want to share this model with other areas and promote new models of community involvement in health improvement.

Zion Community Resource

‘**My name is Sam.** I was doing nothing with my life, from leaving school at 16, I suffered with sickness and depression and was on medication for this. I came to work at the Zion this year. I am now 25, the Zion has changed my life. I now have opportunities, I have money now to do things, I have made new friends and I feel like I now have a purpose in life. I have a reason to get up in the morning, I feel so much better not lying in bed all day. I love working with all the people here they are so supportive and friendly. My future looks brighter now.’

The Zion Community Resource had 15,702 visitors and more than 12,000 calls about its services this year. More than 20 agencies provide health and support services through the Centre; some have permanent offices within the centre (Manchester Drugs Services, Specialist Midwifery Service, Black Health Agency, HARP, African Caribbean Mental Health Service, Drug Advice and Sexual Health, Aisha Childcaring, Self-help Services, National Phobic Society, HARP Cafe) while others use the premises on a part-time basis. They include a wide range of services and projects covering mental health, training, support groups and play schemes.

The Zion offers supported employment and volunteering placements. This year three New Deal staff undertook placements with the core team. All went on to new opportunities and secured paid employment.

In October, 11 years since local people set up the centre, we reviewed our work and engaged more than 60 service users, volunteers, local agencies and staff, in developing a new vision for the Zion. Actions implemented from the day include an internet café for service users, developed through a steering group.

The Zion Art Paint Box project (ZAP) has continued to attract a wide group of service users. The garden project has continued to

offer basic skills training to people suffering mental distress and drug problems. This year it worked with a steering group to further develop the garden – plans for a greenhouse and water feature are now well underway.

For the first time, an 11-week parents’ survival course has been delivered in partnership with The Community Health Action Partnership (CHAP). The course provides local parents with the tools to combat difficult and challenging behaviour. Voices and Choices Women’s Group offers women the chance to safely discuss issues of health and well-being from a mental health perspective. This year four women from the group became qualified ‘Walk Leaders’ while another began an NVQ Level II in hairdressing.

The Zion Community Resource illustrates how the skills and talents of local people can be harnessed and contribute to the development of sustainable communities in our cities. Many of our neighbourhoods suffer deprivation and disadvantage – the Zion demonstrates that people in these communities have a lot to offer in finding solutions to the problems.

Self-help Services

Self-help Services has come along way since its creation in 1995 when it first started out with one anxiety group. Today there are 18 different groups, this year alone, nine new groups were added to the network. The self-help groups cover a wide range of issues, such as depression, epilepsy, sexuality and drug use. All groups are supported by facilitators who have first hand experience. The facilitators are given training and supervision, to support them in their group work, and information and materials are provided for each group. Wherever possible funding is secured to pay facilitators for their time. This year we had over 8,000 attendances at our self-help groups.

New groups this year include the 'Victims of Female Abuse' support group, the first of its kind in the country, which has an average of eight people attending each session. We have also established two new depression groups, while the anger management group is the first of its kind in the North West.

Self-help Services has supported the facilitator of the alcohol support group, to obtain grant funding from the Millennium Awards Scheme. This has enabled her to complete auricular acupuncture training, which she is now offering on a weekly basis to people living with mental health issues at a weekly drop-in clinic.

In addition to the groups we try to provide other means for people to support themselves. Computer-aided therapy has been a key achievement this year. Financial support from the voluntary sector mental health training fund enabled us to establish a range of interactive, CD ROM, self-management packages for use by people with mental health issues. We were pleased to be chosen by Ultrasis UK, makers of 'Beating the Blues' computerised cognitive behavioural therapy (CCBT) package, to be the first site in the UK to trial the service on an entirely self-referral basis without clinical responsibility lying with a GP.

A new, self-help co-ordinator, post has been funded by the Active Community Unit within the Home Office. This allowed us to expand delivery of services over a wider geographical spread. St Helens and Blackpool are two of the areas we've worked in. Manchester Mental Health Joint Commissioning Executive contributed to funding the running costs of the various self-help groups.



J joined the Self-help team in 2000 as facilitator of the structured social phobia group. She had personal experience of social phobia and identified strongly with Self-help Services' user-led approach. She felt too that she was at a stage in her life where she was able to develop a service for others suffering with this problem, and in doing so, help herself.

She utilised her knowledge of psychological therapies and quickly set to work with her co-facilitator, also a sufferer of social phobia, on developing a comprehensive structured course based on a CBT approach.

Over the 2 years that J has been with Self-help Services she has experienced a tremendous increase in self-esteem and experienced immense personal development. She now works for the statutory sector, for North Manchester Primary Care Trust as a cognitive behavioural practitioner.

Vendor Services

'I have been a vendor in Manchester city centre for 12 months. It is educating me in so many ways. I have taken part in the drama project and am now part of the Naked Subculture drama group. I am also attending a new course 'appreciative inquiry' which helps you develop the way you think and problem solving. Before I started selling *The Big Issue* in the North I had never used a computer and now with the help and support I receive I am confident and computer literate.

I am working with Vendor Support Services who are helping me to get permanent accommodation. It is knowing that there is always someone around offering you support and advice that makes the difference.'

David

This year we equalled or surpassed the previous year's work with vendors of *The Big Issue in the North*. We have added new targets in finance, personal development, health and significant contacts for next year, all of which we hope to measure using the Vendor Database. This system has been in use from December 2002. It is part of a secure website and is accessed using the Internet by staff and, hopefully by the end of the year, service users. Service-users should be able to access their current details from any computer with Internet access and look at appointments and work completed. It will help ensure

vendors are in control of the services they are accessing. In addition, the database automatically produces vital research data that we can use to monitor our work.

This year we reviewed the Big Futures Two-Year Programme. The programme was introduced in 2000, to help vendors move on from selling *The Big Issue in the North*. It offered a structured programme of training and personal development, and included a fixed time limit of two years for selling the magazine. There were a lot of positives to draw from the programme and many service-users made tremendous gains through training, employment and projects. At the same time it failed some vendors, who made little progress and were not in a position to take up employment and training opportunities at the end.

Vendor Achievements

Leeds/Sheffield	2001/2002	2002/2003	Target 2003/2004
Detox	50	41	30
Perm acc	16	17	16
Temp acc	67	69	60
Jobs	11	15	12
Ext training	60	22	30
Health	N/A	N/A	40
Finance	N/A	N/A	40
Personal Dev	N/A	N/A	25
Significant Contacts	N/A	N/A	1000

Liverpool	2001/2002	2002/2003	Target 2003/2004
Detox	32	27	30
Perm acc	40	23	30
Temp acc	99	69	80
Jobs	20	19	20
Ext training	67	41	50
Health	N/A	N/A	40
Finance	N/A	N/A	40
Personal Dev	N/A	N/A	25
Significant Contacts	N/A	N/A	1000

Manchester	2001/2002	2002/2003	Target 2003/2004
Detox	19	23	25
Perm acc	40	51	45
Temp acc	89	73	80
Jobs	41	29	30
Ext training	60	22	50
Health	N/A	N/A	45
Finance	N/A	N/A	45
Personal Dev	N/A	N/A	25
Significant Contacts	N/A	N/A	1200

Following the review we are developing a new programme, which places the service-user at the centre of the process. The Big Life Plan will reflect the needs of the individual and help to target our resources at those individuals with the most complex issues.

We have continued to deliver a range of services this year, including complementary therapies, breakfast clubs, and a variety of support groups.

Therapeutic Services have become established in Manchester, Leeds and Liverpool. A wide range of treatments are available from trained therapists, including massage, reflexology, relaxation techniques and acupuncture. This has been well received by Big Issue in the North vendors, as it allows them to relax in a safe

environment, build up self-esteem and address many health matters.

In Manchester, the counselling service allows service users to talk confidentially one-to-one with a trained counsellor. On many occasions, this service has been perfect preparation for vendors embarking on detoxification or other elements of self-development.

Men's health groups ran in Manchester and Liverpool and have grown in popularity. The groups allow male service-users to share experiences and discuss relevant health matters within a group setting facilitated by a trained counsellor. It also acts as a weekly support network for vendors and a needed break from the difficulties of street life.

The Breakfast Clubs, offering toast, coffee and tea, remain popular acting as a welcome start to the day for many service-users, particularly in winter for those who have been sleeping rough. In Leeds the club has proved to be a successful place for other agencies to meet and support rough sleepers in the city centre.

We also run a number of projects which promote self-esteem and skill development. Regionally, this has been a very exciting year for projects. An ambitious and innovative Internet TV project was developed in partnership with FACT from Liverpool. Using all the latest technology it delivered eight 'live' programmes from Manchester and two from Liverpool to the viewing public on the Internet. More than 50 service-users contributed to the project and participated at all levels, from operating the cameras, conducting live interviews, preparing short documentaries to performing poetry and music on air. Other projects include the Leeds cookery group and mask group.

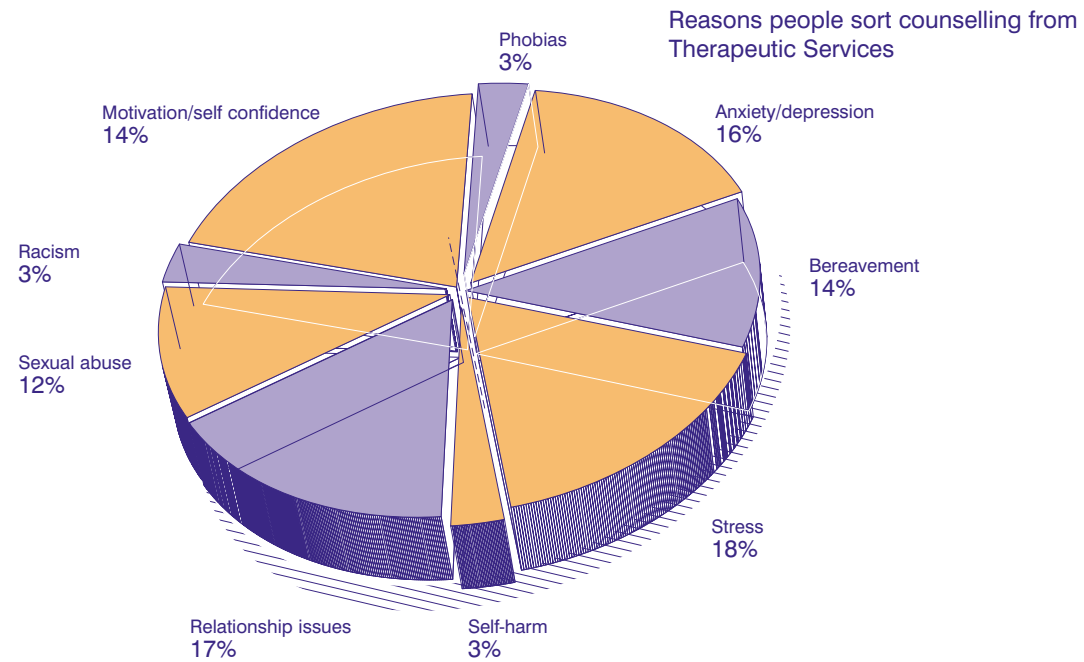
The Drama Group 'Naked Subculture' has gone from strength to strength and performed at a number of venues across the region, from Rochdale Petrus Trust to Manchester Town Hall. The group has been so successful it has now made significant moves to become independent with the help of other partnership agencies including Community Arts Northwest and Cardboard Citizens.

Therapeutic Services

We continued to provide a counselling service across Manchester, funded by Mental Health Joint Commissioning Team and Central Manchester Primary Care Trust. We offered counselling at several locations including:

- > The Kath Locke Centre
- > Zion Community Resource
- > The Shakespeare Centre, Ardwick
- > Cornerstones, Beswick
- > Ancoats Community Clinic
- > Victoria Mill Miles Platting
- > Surrey Lodge group practice
- > Hulme Medical Centre
- > West Gorton Medical Centre

Demand for the service has continued to grow with an additional 141 applications this year, bringing the total to 501. The counselling service offered a total of 2691 appointments this year, an increase of 31% on 2001/2



Therapeutic group work has progressed well this year with the men's group building on the previous year and the re-establishment of the women's group at The Kath Locke Centre. In total 42 individuals accessed group therapy throughout the year.

The relaxation class is attended by clients with a range of mental health needs which varies enormously; from low-level anxiety problems to people referred from residential mental health services. Carers or support workers often accompany people, and with this kind of help the participants are able to gain positive benefit from attending.

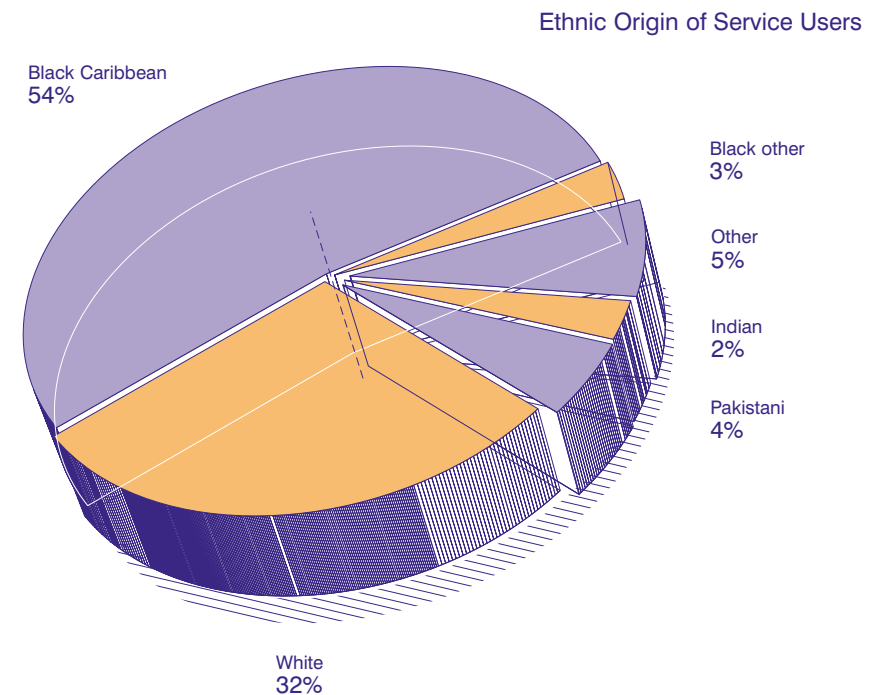
This year 736 massage appointments were offered to 120 service-users. Statistics revealed the massage service attracted older people (30% of service-users were 65+) and people from Black Ethnic Minority communities (54% defining themselves as Black/Caribbean).

We have provided homeopathy clinics at The Kath Locke Centre for children, families and men, and a holistic service in Salford and Ardwick. In Longsight we piloted a clinic, which has now secured ongoing funding and in December we established a 'woman only' clinic at the Zion Community Resource as part of the Voices and Choices women's group.

This year also saw us deliver the first parent survival course. Next year we intend that this will become a rolling programme of courses aimed at parents in different communities. In addition to this, we offer Keeping in Touch and Alternative First Aid, leading on to other therapeutic interventions for parents and children.

We ran Keeping in Touch courses throughout the year at various venues. The course teaches basic listening skills and simple massage techniques. In September 2002 we held an 'Uplifting Your Spirit' open day at The Kath Locke Centre to showcase the range of therapies available. The day was well attended and offered people the chance to experience a wide range of therapies from massage, relaxation, reiki and counselling to crystal healing and Egyptian belly dancing.

Everyone completing therapeutic treatments reported positive changes and some reported significant shifts in mental well-being. We used a recognised questionnaire to measure shifts from clinical to non-clinical depression/ anxiety. This work has been instrumental in us forming a partnership with Salford Primary Care Trust to work on the Integrated Healthcare Collaborative in the year ahead.





Partnerships

The Big Life group is committed to working in partnerships in our services and businesses. We believe this will ensure we harness the best expertise available, and help us influence other agencies. Models of good practice are more easily replicated when people can see examples of how they have already worked in the public and private sectors.

We do not have one single form of partnership. In some we are the lead agency, employing staff and accounting for finances. In others we are simply in an advisory capacity. We do ensure, however, that we carry our values into the work we do with partners and that each piece of work contributes to our Big Life objectives.

Healthy Living Network

'I went to the men's health event at Asda, organised by the Bloom Healthy Living Network. It was really eye-opening. At the event they found my blood pressure was raised so I have been monitored for this since then and I am just waiting for the results of some tests. I went to tai chi and that reduced my blood pressure. I have started having some homeopathy and even stopped smoking for a while...'

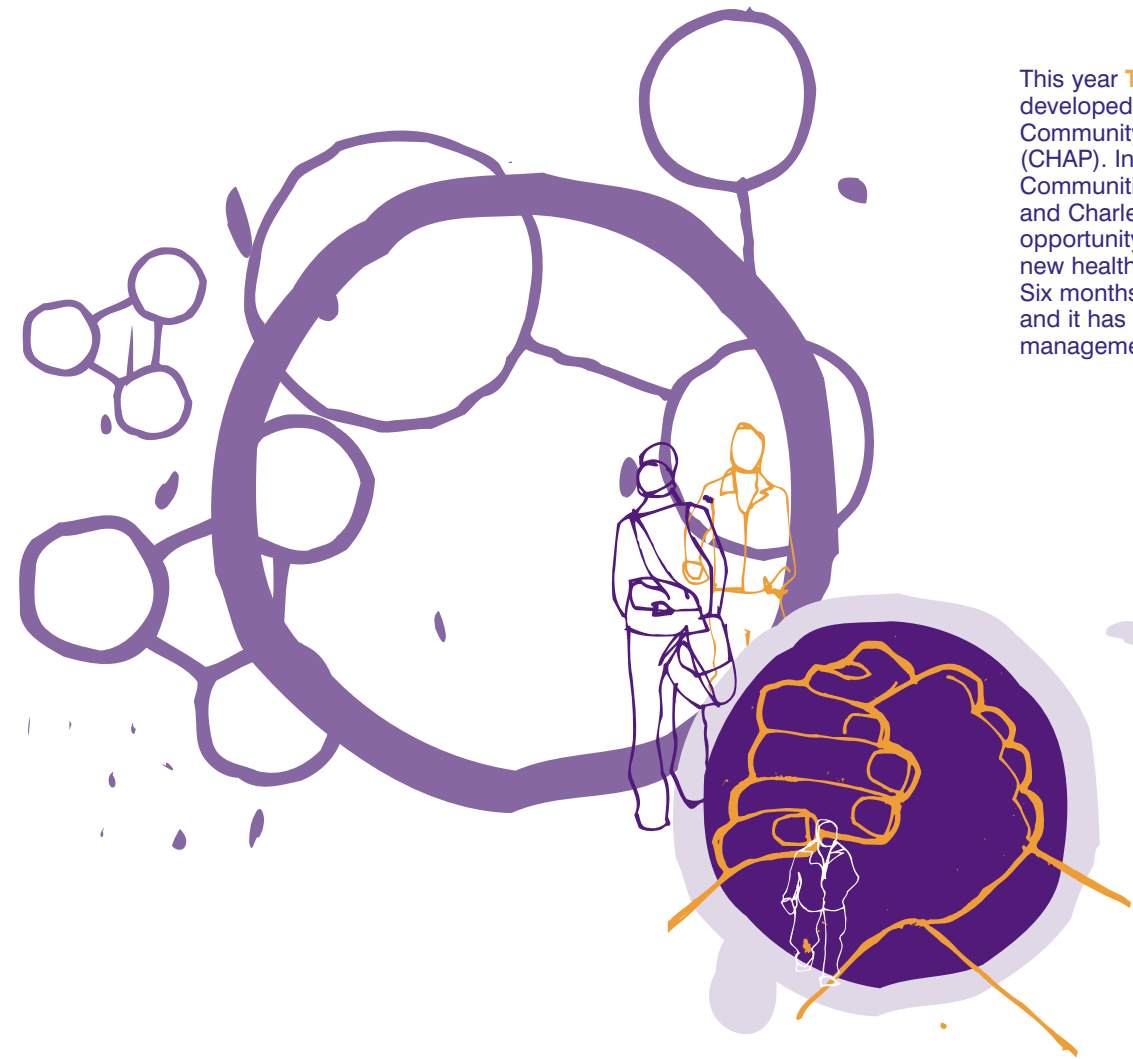
Anonymous

This year the Healthy Living Network (HLN) moved from the development stage towards delivering a service.

This project was developed in 1998 from the work of the Hulme and Moss Side Health Forum. Agencies worked together on a joint vision and five years on have now secured funding and recruited a staff team who will work to raise the well-being and expectations of those most isolated within our communities.

The HLN Partnership started this process by recruiting coordinators, followed by a successful local recruitment campaign, which saw more than 500 enquiries for four jobs. By the end of the year, a full staff team (nearly all of whom live in the Healthy Living Network area) was in place and an office ready to run.

The Healthy Living Network has continued to work closely with our partners and have developed an identity and name for the network – bloom.



Community Health Action Partnership

'CHAP has grown from strength to strength and formed partnerships with the Primary Care Trust, The Big Life group and Salford University. Employing local people, and delivering the services the community themselves have identified they want.'

Catherine Saunders – Secretary to CHAP Ltd and local resident

This year **The Big Life Company** developed a partnership with the Community Health Action Partnership (CHAP). In 2000, through New Deal for Communities, local people in Lower Kersal and Charlestown were given the opportunity to get involved with planning new health services in their area. Six months later the CHAP was established and it has continued to develop under the management of local people.

In October 2001 the CHAP became a constituted group and a year later an incorporated company. **The Big Life Company** was contracted this year to support the development of CHAP, and is employing staff on their behalf. CHAP is critical to New Deal's 10-year vision for Lower Kersal and Charlestown.

By 2010, the area will have improved access to community health and social care facilities, quality homes, low employment and strengthened business community.

Key achievements for CHAP include the employment of a health and play team, an innovative child and family support group supported by a multi-disciplinary advisory group. The team will provide direct family support with services like baby massage and support at health clinics. It will continue to identify gaps in health provision and ways to widen access to existing services.

The recruitment process has started to find a CHAP co-ordinator and expert patient programme trainer.

'18 months ago I was feeling depressed and isolated. I had two children and then got pregnant and was scared as I suffer from post natal depression. My relationship with my husband was rocky, he was drinking heavily and this added more pressure as it is culturally unacceptable to touch alcohol. After my baby was born post natal depression set in and to make things worse I broke my ankle. My husband left to sort himself out so I was left with three children to cope with.

Surestart

The Surestart team stepped in, arranged for transport to take my oldest daughter to school, they organised a worker to collect my toddler every day and take her to their playgroup. They also sent in Homestart who helped me with the housework and the baby and also took me shopping in a wheelchair.

Every week an outreach worker visited me to offer emotional support – they also arranged for a counsellor to visit me in my home once a week. My older daughter felt the pressure of my depression and started to have behavioural problems. Surestart arranged for her to visit weekly art therapy sessions – she still goes there and is now a happy child. They also helped me sort out my finances and negotiated with my bank to defer loan repayments – this took a lot of pressure off me.

Surestart helped me move on mentally and physically. I used to be housebound and cried all the time. I am now independent, my husband is getting support with his drinking – he hasn't touched a drop for three months now and I am training to be a counsellor.' **Muslim mother of three**

If you are at the bottom of the ladder it doesn't mean to say that you will be there for the rest of your life. There are steps for you to move forward and upwards.

The Big Life Company is the lead agency in the Surestart Partnership in Longsight, Manchester. This year Surestart Longsight has worked with more than 420 families (446 children and 756 parents) to access support services. Of these, 41% of families are Pakistani, and 33% Bangladeshi. We have tried to ensure, through local employment, that our staff team reflects the communities we are working with.

The play and childcare team recruited and trained 10 local volunteers to NVQ Level II. They are all now employed by Surestart. The team also developed seven parent and toddler groups and a 25-place nursery group. They refurbished the children's section of the Surestart library and developed regular storytelling sessions on-site and in local schools.

The Surestart outreach team supported more than 100 families to access support services. These included a daily drop-in surgery, a lone parents' roadshow, young parents groups, parent survival courses and a 10-week Keeping in Touch course and group development.

We are now well underway with the development of our new building, which will be built next year.

A commitment was made by all partners to work towards 50% involvement of parents in the Partnership Board. We have been very pleased with the progress made so far and are still working towards this target.

Summergrove

'I had been on drugs for 13 years. My life was chaotic and involved spending periods of time in and out of prison. Before moving into Summergrove I completed a detox programme that enabled me to become drug free.

Summergrove is unique environment that differs from a detox and rehabilitation centre as more focus is placed upon providing me with my own independence. I have recently given birth to a baby boy whilst staying at Summergrove and feel as though I will benefit from the help and support provided by the project staff.

Summergrove has helped me in gaining new tools, techniques and skills which I can utilise when moving into the wider community. The staff and services have aided me in looking towards building a better future for myself and my family. If there wasn't somewhere like Summergrove I don't know what would have been the outcome for myself or my family. In the past the lack of support when I had become drug free meant after a period of time that I returned to a chaotic lifestyle. I feel confident this time will be different.'

Before the creation of **The Big Life group**, The Big Issue in the North and *diverse resources*, worked together researching the support needs of families whose parents have undergone a drug detox programme. Focus groups of parents identified a clear need for a holistic approach allowing the multiple needs of parents and their children to be met.

The work led to Summergrove, a supported housing scheme for families whose lives have been affected by drugs, which will be based in Liverpool.

A site was identified by Liverpool City Council as part of its strategy for housing vulnerable groups and a partnership formed with Maritime Housing Association and **The Big Life Company**.

Much of 2002/2003 was spent raising funds for the project, with key partners being the DAATs in Liverpool, Sefton and Knowsley, together with the John Moores Foundation and Communities Against Drugs.

Key work also involved developing relationships with the service commissioners and providers across Merseyside. We were keen to ensure that service-users were involved in plans for Summergrove and they played a vital role in developing policy, services and publicity for the project.

We successfully recruited a project manager due to start in April 1 2003 and a regular volunteer has provided excellent support. The project is due to open in July 2003 and referrals have already been secured.

Chrysallis

Chrysallis is a small community project in the Moss Side area of Manchester. Last year we took over direct management of the project as it had lost funding and needed support to move towards independence again. This year we supported Chrysallis in a number of key areas. The childcare services were expanded as part of an agreement to provide services to families in the Moss Side Rusholme and Fallowfield Surestart area. Aisha Childcaring provided line management supervision for nursery staff. In addition a number of work placements were allocated to work at the project. Line management was provided to the project co-ordinator and accounts managed by the finance team. Much of the year was spent identifying ways to give additional support to Chrysallis by bringing their services into The Kath Locke Centre. After much discussion with staff and the local steering group, the project decided to become independent again in April 2003.

Diversecity

Diversecity is a development company with a difference. It is partly owned by **The Big Life Company** and another social business *F Squared*. It aims to bring a fresh new style to the world of development. Diversecity is about creating communities for the future, not just constructing buildings. We work in partnership with local people to create new environments that add value to local areas. We are committed to building with sustainable materials and minimising consumption of energy. Our designs are modern and exciting. We are pioneering new ways to make our housing affordable to a diversity of people and incomes.

Diversecity has had an exciting year, putting together its first scheme, in Hulme, Manchester, and appointing a new Managing Director, who starts in post in the new financial year.

All shareholders have put a considerable investment into the development of Diversecity over the past two years. This is reflected in the financial accounts of the company. The completion of the Leaf Street scheme will bring the company into a profit in the next financial year.

PEG

PEG is a participatory evaluation of community involvement in local health decision making. It is a joint project between Central Manchester PCT, Salford University, and Big Life Services, and is funded by NLCB Health and Social Care Research Grant. The research was funded for three years, this has been its final year.

A lot has changed in the NHS over this time. The Primary Care Group was established, and then the Primary Care Trust and the Local Area Groups. Some Health Forums have grown in strength and others disappeared. PEG carried out a baseline study in its first year which showed that most people thought that health decisions were made by the Government and did not know how they could be involved. This year the project has been reviewing how people feel about the ways they can influence decision makers. A questionnaire was distributed through GP surgeries and community centres and street interviews carried out. Ongoing work with some specific groups was also undertaken.

A series of reports have been written by the volunteers and project co-ordinator, focussing on the views of local mothers,

sex workers and people with mental health needs. There are however, still some very real challenges to inform and involve local people in a meaningful way. The independence of the Local Area Groups and the support for the Health Forums are key issues, as well as ensuring that the voices of people who are usually marginalised, are heard.

A full report of the project will be produced next year.





Summary Accounts

The Big Life Company Limited

Balance Sheet

As at 31 March 2003

	£	2003 £
Fixed assets		
Tangible assets		16,546
Investments		<u>2</u>
		<u>16,548</u>
Current assets		
Debtors	875,257	
Cash at bank and in hand	128,604	
	<u>1,003,861</u>	
Creditors: amounts falling due within one year	<u>(1,014,976)</u>	
Net current (liabilities)/assets		(11,115)
Capital and reserves		
Profit and loss account		<u>5,433</u>
		<u>5,433</u>

Profit and Loss Account

For the year ended 31 March 2003

	2003 £
Turnover	3,572,720
Administrative expenses	<u>(3,570,017)</u>
Operating profit	2,703
Profit on ordinary activities before taxation	2,703
Tax on profit on ordinary activities	–
Profit for the financial year	2,703
Retained profit for the financial year	<u>2,703</u>

The Big Issue in the North Limited

Balance Sheet

As at 31 March 2003

	£	2003 £
Fixed assets		
Tangible assets		307,613
Current assets		
Stocks	–	
Debtors	540,641	
Cash at bank and in hand	14,395	
	<u>555,036</u>	
Creditors: amounts falling due within one year	<u>581,830</u>	
Net current liabilities		(26,794)
Total assets less current liabilities		280,819
Creditors: amounts falling due after more than one year		105,416
Provisions for Liabilities and Charges		<u>5,000</u>
		<u>170,403</u>
Capital and reserves		
Capital reserve		4,200
Profit and loss account		<u>166,203</u>
		<u>170,403</u>

Profit and Loss Account

For the year ended 31 March 2003

	2003 £
Turnover	1,913,187
Cost of Sales	<u>(1,146,222)</u>
Gross Profit	766,965
Administrative expenses	<u>(754,614)</u>
Operating profit	12,351
Interest receivable and similar income	5
Interest payable and similar charges	<u>(9,758)</u>
Profit on ordinary activities before taxation	2,598
Tax on profit on ordinary activities	<u>(3,670)</u>
Retained (loss)/profit for the financial year	(1,072)
Retained profit brought forward	<u>167,275</u>
Retained profit carried forward	<u>166,203</u>

The Big Issue in the North Trust

Balance Sheet

As at 31 March 2003	2003 £
Fixed assets	
Tangible fixed assets	1,091,381
Current assets	
Debtors	164,587
Cash at bank and in hand	155,474
	320,061
Creditors: amounts falling due within one year	(272,033)
Net current assets	48,028
Total assets less current liabilities	1,139,409
Net assets	1,139,409
Funds	
Community Fund	272,510
Building Fund and Other Restricted Funds	715,104
Unrestricted Funds	151,795
	1,139,409

Statement of Financial Activities

For the year ended 31 March 2003

	Building Restricted Fund	Community Fund Building Fund	Other Restricted Funds	Community Fund Revenue Fund	Unrestricted Funds	Total 2003
	£	£	£	£	£	£
Income & Expenditure						
Income resources						
Grants	12,762	(4,000)	22,210	120,000	96,593	247,565
Donations and gifts	-	-	-	-	166,102	166,102
Bank interest	-	-	-	-	95	95
Other income	-	-	-	-	62,402	62,402
Donated facilities	-	-	-	-	-	-
Total incoming resources	12,762	(4,000)	22,210	120,000	325,192	476,164
Resources expended						
Costs of generating funds						
Fundraising costs	-	-	-	-	(71,565)	(71,565)
	-	-	-	-	(71,565)	(71,565)
Charitable Expenditure						
Costs of activities in furtherance of the Charity's objects	(29,799)	(17,085)	(117,209)	(120,000)	(195,373)	(479,466)
Management and administration	-	-	-	-	(26,277)	(26,277)
	(29,799)	(17,085)	(117,209)	(120,000)	(221,650)	(505,743)
Total resources expended	(29,799)	(17,085)	(117,209)	(120,000)	(293,215)	(577,308)
Net movement in funds	(17,037)	(21,085)	(94,999)	-	31,977	(101,144)
Balance brought forward	635,459	293,595	191,681	-	119,818	1,240,553
Balance carried forward	618,422	272,510	96,682	-	151,795	1,139,409

Big Life Services

Balance Sheet

As at 31 March 2003	£	2003 £
Fixed assets		
Leasehold Property		1,546,666
Current assets		
Debtors	48,641	
Cash at Bank and in hand	64,409	
	113,050	
Creditors: Due within one year	(56,933)	
Net current assets		56,117
Net assets		1,602,783
Funds		
Restricted		1,546,666
Unrestricted		56,117
		1,602,783

Statement of Financial Activities

As at 31 March 2003

	Restricted Funds £	Unrestricted Funds £	2003 £
Income Resources			
Grants for Leasehold	-	-	-
Donations	-	-	-
Activities in furtherance of the charity's objects:			
Grants	21,850	-	21,850
Services and recharges	-	-	-
Other income	-	-	-
Bank interest	-	1,054	1,054
Total incoming resources	21,850	1,054	22,904
Resources expended			
Costs of generating funds:			
Fundraising and publicity	-	-	-
Charitable expenditure:			
Services and projects	66,940	57,170	124,110
Management and administration	-	2,914	2,914
Restructuring costs	-	-	-
Transfers to The Big Life Company	239,267	-	239,267
	-	-	-
Total resources expended	306,207	60,084	366,291
Net income/expenditure for the year	(284,357)	(59,030)	(343,387)
Transfers between funds	-	-	-
Net movement in funds	(284,357)	(59,030)	(343,387)
Balance brought forward at 1 April 2002	1,831,023	115,147	1,946,170
Balance carried forward at 31 March 2003	1,546,666	56,117	1,602,783

Northern Solutions Ltd

Balance Sheet

As at 31 March 2003

	£	2003 £
Fixed assets		
Tangible assets		235
Current assets		
Debtors	180,227	
Creditors: amounts falling due within one year	(170,724)	
Net current assets		<u>9,503</u>
Net assets		9,738
Capital and reserves		9,738
Profit and loss account		
Shareholders' funds		<u>9,738</u>

Profit and Loss Account

For the year ended 31 March 2003

		2003 £
Turnover		173,938
Cost of sales		–
Gross Profit		<u>173,938</u>
Administrative expenses		(165,107)
Operating profit		<u>8,831</u>
Profit on ordinary activities before taxation		8,831
Tax on profit on ordinary activities		–
Profit for the financial year		<u>8,831</u>
Retained profit for the financial year		8,831

Funders List

Central Liverpool Primary Care Trust	Monument Trust
Central Manchester Primary Care Trust	National Lottery Charities Board
Children in Need	New Opportunities Fund
City of Salford	Northern Rock Foundation
Community Learning Chest (Leeds)	R M Burton Charitable Trust
Constance Green	Scurrah Wainwright
Department of Trade and Industry	Sue Hodgkiss Charitable Trust
Economic Regeneration Development Fund	The Beatrice Laing Trust
Employment Regeneration Partnership	The Dock Charitable Trust
Economic Social Fund	The Esmee Fairbairn Foundation
Eleanor Rathbone Charitable Trust	The Peter Kershaw Trust
Greater Manchester Community Foundation	The Prince of Wales Foundation
Greater Manchester Learning & Skills Council	Thomas Wade
Health Action Zone	Trafford North Primary Health Care Trust
Heartlands	Tudor Trust
Hiley	The John Moores Foundation (Liverpool)
Knowsley Drugs & Alcohol Action Team (DAT)	The Children's Network Fund
Brian Whittaker, Lankelly Foundation	Sefton DAT
Leeds City Council	Liverpool DAT
Leeds Hospital Foundation	St Helen's DAT
Lloyds TSB Foundation – Yorkshire	Wirral DAT
Lloyds TSB North-west	CAD (Communities Against Drugs) Liverpool
Manchester City Council	The Fairway Project (Liverpool)
Manchester Early Years and Play	The Pilgrim Trust
Manchester Mental Health Joint Commissioning Executive	Liverpool City Council
	Sure Start (Picton, Liverpool)

