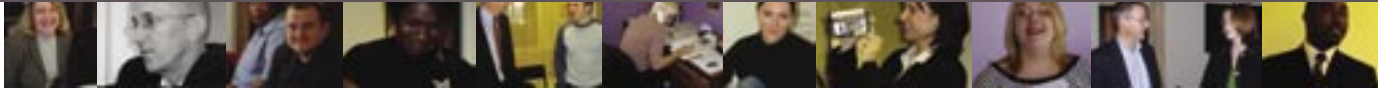
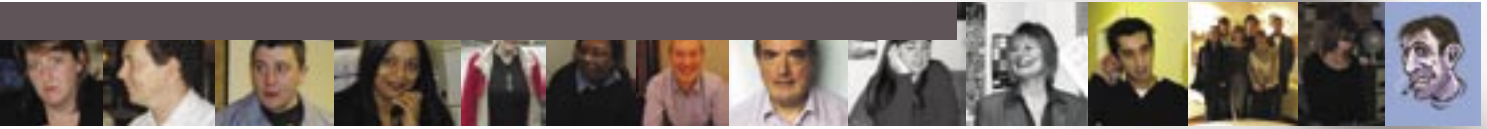


Lifeline **Annual Report** 2003/2004





THE CHAIR'S REPORT	03
THE CHIEF EXECUTIVE'S REPORT	05
DEPARTMENTS & SERVICES OVERVIEW	07
HISTORY & PHILOSOPHY	08
DEVELOPING THE WORKFORCE: CONTRIBUTIONS FROM WOMEN	09
LIFELINE PROJECTS AND SERVICES	11
COUNCIL OF MANAGEMENT	21
FEATURES	23
<i>Young People and Drugs 2003/2004</i>	
<i>Working with Adult Drug Users 2003/2004</i>	
<i>Prison Work</i>	
<i>Publications</i>	
FINANCIAL SUMMARY	27
CONTACT DETAILS	32



Lifeline is a charity which has seen considerable and sustained growth over a number of years. It is a testament to the work of the Chief Executive Officer, the managers, the staff and the volunteers that the consistent high quality of provision for our service users during that time has been maintained successfully.

Lifeline has always been a charity which has sought to be innovative and it has led the field in putting new ideas into practice. We are all proud of the way in which those who work for Lifeline have been able to combine their understanding of research issues with their practical grass roots experience which supports the service users so well.

We are now a major charity and so it is time for the Board of Trustees to take stock and to review procedures which have been in place for some time. We are fortunate in having Dave Carbery guiding us through a root and branch review of governance. We, as trustees, are committed to reviewing our board and its effectiveness in promoting and supporting the work of Lifeline. In seeking to become more open and transparent we will be looking at all aspects of governance and administration.

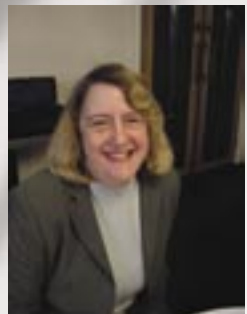
We are presently a group which is small in number and whilst we bring expertise from different backgrounds we do need to increase our numbers and expand the breadth of experience across the board. Advertisements to attract new board members will be published very shortly.

The root and branch review of governance is thorough and comprehensive. However, we have a carefully planned programme which will address every issue germane to the Lifeline mission and its strategic objectives. We have made a clear start to this process which will continue for some months.

It is vital to the work of Lifeline that we keep that essence of innovation and that absolute commitment to the service users whilst at the same time ensuring that our governance and procedures are kept up to date in a rapidly changing world.

I would like to thank both Dave Carbery, our consultant, and Will Clayton, our legal advisor, both of whom support the review process so ably, for the time and help they continue to give. And, of course, on behalf of my fellow trustees, I would like to thank Ian Wardle and all those who work for, and those who support Lifeline. It is their work and commitment which gives Lifeline its deserved reputation. We appreciate your dedication to the service users and wish you all a happy and successful year ahead.

Shelia Lee



Ms Shelia Lee - Chair

I want to thank all Lifeline's workers and volunteers and supporters for their commitment and energy. Also I want to thank them for their understanding of what Lifeline is about, an understanding always focused upon our service users and how we can best get to grips with their needs; how we can welcome them with warmth and support and how we can show them in every possible way that they are not marginal to our thoughts and actions.

Some of our staff have used drugs, some have convictions, others are teetotal. But we are united in our philosophy and practice of care. Not 'care' as some desiccated and back-covering list of do's and don'ts. God forbid. But care as a direct, unmediated practice which our service users should experience in a direct and unambiguous way.

Of course if one is to say anything positive and with purpose one must expect to be misunderstood. To that end, let me assure you that we set very high store on developing the highest standards of professionalism at Lifeline. The warmth and directness of our staff's approach would be hollow indeed were we not trained and equipped to assess our service users' needs and to provide appropriately tailored care in the most scrupulous and thorough way possible. My thanks to our managers, all of them, for setting and maintaining these standards.

When Lifeline first opened its doors 33 years ago, it was guided by the most clear-cut and admirable human values. In 1971, the menace of barbiturate poisoning and the reluctance of statutory services to face up to the misuse of prescribed drugs was clear to Dr. Eugenie Cheesmond. Accordingly, she determined to do something about it. What she did was to establish Lifeline.

My predecessor Rowdy Yates has written about Lifeline's first two decades in his book 'If it weren't for the Alligators'. I was fortunate enough to work to Rowdy for three years prior to his leaving in 1993. Rereading his book, one is struck, time and

again, at just how much it mattered to the staff and volunteers that somebody was there for people with drug problems. Much as Lifeline has changed since it was led by Eugenie and then by Rowdy, I hope all our staff and volunteers can identify with those who have gone before.

However much some of our philosophies of care may have changed in the intervening years, we are still here – in Manchester, and now far beyond, right across the North of England. We are still here, we are still needed: it matters now as it mattered then. Thank you to all those who laid the foundations of Lifeline with such clear, humane values.

Lifeline is a charity. It enjoys the benefits and privileges that charitable status can bring. Our Board of Trustees recognise this great privilege and the responsibilities that go with it. To that end our Trustees are, as I write, conducting a major Root and Branch Review of Governance. Facilitated by our consultant Dave Carbery, this review will look at every aspect of governance. It will start, where it should, at the beginning: with our mission, our constitution and our strategic objectives. I want to express very strong thanks to our small band of Trustees who in this past year have shown that they understand our work and their own crucial role in guaranteeing that the aims of the charity are pursued without fear or favour. Never has the role of governance been more important than now and the work of our Trustees in their Root and Branch Review, dry though it may sound, is of inestimable importance to our future.

One thing that charities like Lifeline do is campaign. The freedom, and indeed the responsibility to campaign, is one of the great freedoms of our non-statutory status. What directs our campaigns? It is extremely important that our campaigning is targeted, appropriate, responsible and, last but not least, hard hitting.

Our field, like very many occupations, has developed in an ever more specialist direction. Good thing too. Even so, we

must beware of thinking that the compass of best practice as bench marked across all our various specialisms is, in itself, sufficient to our mission. Our ever more specialised field, with its targets, its standards and protocols, its service frameworks and its national strategy is a territory that is marked out in an extremely detailed way. Critical though these standards are, however, will they, of themselves, protect our service users from prejudice and from hatred?

A heartfelt thank you to all our colleagues and partners who have stood beside us when we have fought to establish services in beleaguered neighbourhoods. I use the word fought advisedly. The prejudice against drug users is often given organised expression by people who would seek to deny drug users access to those services, services without which their very lives might be threatened. I am proud to manage colleagues who will and do stand up at public meetings again and again and argue for the rights of our service users.

Of course, we have responsibilities too. Residents need to know that services like needle exchange will not further promote drug use and drug dealing in their localities. When we campaign, according to our mission, which is to tell the truth about drugs, we have also to champion the rights of communities to protect themselves against dealing and the disturbances and distress that accompany it.

This is a world where fundamentalism is on the march. Religious fundamentalism often seems only to have lessons of hatred to teach. Our own service users are rarely embraced by fundamentalist philosophies. They are frequently the victims of a line of reasoning that says: "my solution would be to lock them all up, or shoot them, or take away their children, or deny them benefit." Our founders would perhaps be disappointed to see how little progress has been made in this respect.

Our campaigning should always aim to challenge hatred and prejudice and the cynical arguments, often stemming from high places, that play to such prejudices. Lifeline and the whole drugs treatment field is larger than ever before. It has higher standards and each year is seeking to improve its standards and levels of professionalism. This is true for all our colleagues right across the field. At Lifeline, we must oppose any organisational narrowness, which cuts us off from our colleagues working for other services. We have much to impart but we also have much to learn.

Finally and critically, Lifeline has always sought to listen to and learn from our service users. Furthermore, we have always sought to advance their understanding and capabilities as informal helpers, trained volunteers and salaried members of staff. So to all those ex drug users who work for Lifeline and also to those whose critical formative experiences of drug use have been as carers, thank you for joining us and making us stronger. You are an essential element to our work, to our credibility and to our success.

Ian Wardle



Ian Wardle - Chief Executive

BOARD OF TRUSTEES

Chair: Sheila Lee

CHIEF EXECUTIVE

Ian Wardle

SENIOR MANAGEMENT TEAM

LIFELINE DEPARTMENTS

Finance

Publications

Research

Communications

Marketing

Human Resources

Diversity

LIFELINE GEOGRAPHY

Bradford

Calderdale

East Lancashire

Kirklees

Manchester Adult Client Services

Manchester Young Persons Services

Middlesbrough

Newcastle

Prisons

DIRECT SERVICES INCLUDE

Advice & Information - Needle Exchange - Counselling - Substitute Prescribing

Community Detox - Shared Care - Dual Diagnosis

Volunteer training

Alcohol - Families & Carers - Young People - Structured Day Services

Progress 2 Work - Positive Futures

Making Things Equal Community Interactors - Mentoring

Prisons - CJIP Throughcare & Aftercare - DTTO's - Arrest Referral

HISTORY

Lifeline is one of the oldest non-statutory, non-residential drugs agencies in the UK. In 1971 the Lifeline Project opened a day-centre for drug users in Manchester. Since its foundation Lifeline has grown and developed, responding to the ever-increasing problems associated with drug use faced by individuals, families and communities.

Despite many changes over the years, a number of features have remained consistent. Firstly, Lifeline prides itself on taking a holistic view (rather than a purely medical or criminal justice approach) towards drug problems. Secondly, and in consequence, we frequently develop innovative, distinctive and/or unique responses in terms of initiatives, projects and service development. Thirdly, Lifeline's mission statement "Telling the Truth About Drugs" reflects our commitment to those people who access our services, and our desire to make a positive contribution to the challenges and debates that arise within the drugs and alcohol field.

PHILOSOPHY

We do not believe there are any simplistic solutions to the problem of drugs. Over the last decade drugs have become cheaper and more readily available, the number of people using drugs has increased and the age of first use has become ever younger. It is our belief that there are no 'quick-fixes' or 'miracle cures' to this problem and that a realistic starting point is to acknowledge that our impact on the problem will be limited by a range of other individual and social issues.

Fundamental to our work is the recognition that not all drug use is the same. We treat people as individuals, with all the strengths and weaknesses that make us unique and human. If people want to stop using drugs we will help them, because for some people drugs are the problem.

For other people drug use is the crutch that makes an imperfect world more bearable. We aim to help them live with their drug use until they are able to stop, or to live with their drug use with as much stability and dignity as possible.

Many people choose to experiment with drugs for short periods during adolescence or simply take drugs because they enjoy them. For these people we aim to ensure their choice is an informed one and they cause as little harm to themselves, their loved ones and their communities as possible.

Our approach is pragmatic. We do not take a moral stance by condemning drug use; that position would simply alienate the people we aim to help. Our philosophy is to get on and do the things that do make a difference.





Marissa

Marissa - Needle Exchange Worker, Lifeline Manchester.

"I started volunteering at lifeline in the summer of 2003, this was always a field I wanted to move into and saw volunteering as a way in. After 6 months a vacancy came up in the needle exchange, I applied and was successful and have been working in the Needle exchange for 10 months, this enabled me to resign from my job as a financial advisor. I am delighted to be working for Lifeline I will soon be going on a training the trainers course which will be useful as I am now taking over the role of trainer for new volunteers."

K.E - Service User and Volunteer.

"When I got to know my keyworker and started progressing I told him I'd love to go to college to do Beauty Therapy and Fashion Design. He phoned the Prince's Trust and made an appointment for me and I enrolled. It was fun, the best help I could've got, exactly what I needed. We're working on my portfolio to get me back to college then hopefully university.

I also do 'street dance' lessons. We learn to dance and perform at concerts and are getting a nationally recognised certificate. I love street dance, it's kept me focused and I can't wait to receive a certificate.

They also asked me if I would I like to be involved in interviewing for a new key worker. I was very surprised but very happy to be involved and be able to express my own opinions.

I would just like to say that since being involved in other things apart from talks I have progressed much more. I have learnt a lot about myself over the past 12 months thanks to all the activities I've been involved in. I am hoping to carry on with new, up and coming projects."

Jackie - Young Person's Service.

"I have worked for Lifeline for 4 years and started out my career within the North West Prisons Team. I began working on a short term project working with young people within Juvenile and YOI establishments and then moved on to become part of the CARATs team at HMYOI Lancaster Farms. Although I loved working hands on with young people I decided that I wanted to develop my career and move onto the next level within the company. The position of Team Leader came up within the Prisons Team and I decided to apply. Looking back I now realise that at that time this position wasn't right for me, my experience was limited to working with young people and I had very little management experience.

My managers were very supportive and although I was unsuccessful with this post they offered me the opportunity to broaden my knowledge and experience. I firstly moved into adult services and was based in an adult male Local Prison, and then another opportunity came up within the company. Calderdale were looking for a Senior Practitioner to develop their Young Persons Service and I was encouraged and supported by my managers to apply for this post. I got the job and I soon realised that this was a wonderful opportunity for me. I developed very quickly in my role and progressed to Team Leader within 6 months. I am very proud to say that the service is now thriving.

This has been a great opportunity for me, I have learned so much during this time and I am very proud of how much I have developed in my role."



Jackie

Lifeline's Projects and Services

LIFELINE IN CALDERDALE

Lifeline in Calderdale runs a number of core and government funded substance use services for young people and adults. During 2003/4, the teams have worked closely with commissioners and other providers to build services that make more sense to people who use them. The reality is that keeping on the ball with good service provision is always a work in progress. Some of our results this year have been more successful than others, and during the year we have focused attention on better customer care and building the quality into services that is needed to produce results. As all drug services, we have been caught up in an atmosphere of local mapping and service design, monitoring systems (NDTMS), DANOS, and policy and practice guidance and implementation. Important though that work has been, we know that alone it will not take care of all the matters that relate to pragmatic face to face delivery, gaps in policy, accessibility and service culture.

Frontline workers have been directly involved with commissioner objectives, the user forum and network meetings, as have expert by experience Mentors, and volunteers. Meetings continue to be held with other providers where developments or service improvement initiatives are needed, and the emphasis on this, and the range of partners, will increase next year.

The Tier 2/3 Young Persons Service has grown and developed, making a lot of progress with people leaving care and their support agencies. Enhanced healthcare clinics with a prescribing remit, access to needle exchange, and improved, flexible transitional arrangements to adult services have all contributed to a better foundation for delivery. 'Positive Futures' Calderdale works with a wide range of young people, often school excluded, and involved with Criminal Justice. Together with the Young Persons staff, and the Adult community day provision, they are able to engage children and young adults into additional support services with fewer

barriers than might otherwise exist. Caroline Flint, MP, Home Office Minister visited the Calderdale project to mark its success when the Home Office launched their National Impact Report.

The Outlook day programme, Volunteer and Mentoring Scheme, Progress to Work and DIP Aftercare services are working to offer a single point of contact to anyone who wants to access them. The relationship with clinical services continues to develop, and further joint work is planned, particularly around harm reduction and general health. During this year Progress to Work has been particularly challenging and rewarding, as few of these schemes are based in drugs services. The challenge now is to improve the responsiveness of our adult services to seriously reflect what adults want and need in addition to healthcare on a local level. We have a long way to go, perhaps as a field, in developing adult community services that really offer meaningful options to complement good clinical services. But we have made progress this year in developing partnerships and staff teams that are more than willing and able to contribute to that objective.

Maggie Rogan

Lorraine, Tahir, Rachel & Adele



LIFELINE EAST LANCASHIRE

Lifeline has been delivering services to young people in East Lancashire since 1997. Lifeline East Lancashire's Early Intervention Service (Tier 2/3) works to address both current substance use, by young people, and identify specific action that will help reduce the impact of risk. Lifeline East Lancashire staff work across disciplines and across agency boundaries and the staff team comprises workers with a range of experiences and qualifications – including teachers, youth workers, personal advisors, counsellors, community workers, social workers and youth justice workers. Although some of the work carried out is relatively informal and takes place in groups a large part is focused on individual young people. In 2003/4 over 640 individual young people received a structured assessment and care planned service from Lifeline East Lancashire. Whilst these young people varied greatly Lifeline staff were able to put in place plans to address their drug use whilst at the same time address the kind of risk factors that might predict future, more problematic, substance use.

Keith Owen



Keith Owen

LIFELINE ECLYPSE FOR YOUNG PEOPLE IN MANCHESTER

ECLYPSE is Lifeline Projects specialist drugs and alcohol service for children and young people who live in Manchester. ECLYPSE provides a range of interventions to children and young people under 19 years of age who use or are at risk of using or misusing substances (see appendix for definition of substances etc).

ECLYPSE provides interventions from two teams, the Early Intervention and Outreach Team and the Care Management Team. The Early Intervention and Outreach Team provides the following interventions: initial level 1 assessments to the Youth Offending Teams, Children's Homes and Pupil Referral Unit's including other services to children excluded from school or who are not in school; and rolling programmes of targeted prevention group work to the children and young people in the above agencies

Outreach work across the City of Manchester involves working with 'Lifeshare' and MASH to target those children and young people most vulnerable to substance misuse and to provide level 1 assessments and to deliver level 2 assessments on an outreach basis if necessary by the Care Management Team. This will target children and young people who are being sexually exploited, involved in prostitution and those who have run away from home. The service offers targeted prevention: to other groups of harder to reach young people. There are a number of children across the City of Manchester who are on the periphery of service provision or who are not in contact with any services. ECLYPSE has developed provision to target them.

The Care Management Team provides the following interventions: Level 2 assessments, comprehensive assessments informing care/treatment plans; and access to treatment: either in the community or at the young people's in patient detoxification unit. ECLYPSE provides support prior, during and after treatment programmes.

Martin Moran

LIFELINE IN KIRKLEES

The year 2003-4 was a challenging and exciting time for Lifeline Kirklees. It saw the launch in March 2004 of the Family Drugs Service, a new and innovative service funded by the Children's Fund and Kirklees Drug Action Team. The team offer support to family members affected by substance use in the family including parents and siblings of drug users and the children of drug using parents. A central focus of the work is to provide mediation in families to prevent family breakdown.

Another important aspect of their work is with drug using parents, offering support to improve parenting skills. For the children of drug using parents, they offer a break away from their responsibilities and worries at home, a chance to meet other young people in the same situation and enjoy being children. The Family Drugs Service works very closely with our Young Persons service which was re-launched this year with the new name Drug Sense. It has a greater focus on preventative work with those young people most at risk of developing drug problems.

In relation to our work with adults, the Stimulant Service, led by the Making Things Equal service working in partnership with the other teams, started its year as an NTA pilot site in January 2004. This year also saw a consultation exercise in relation to our work with adults held by Lifeline Kirklees in partnership with Kirklees Drug Action Team. Using methods developed by the National Treatment Agency and NHS Modernisation Agency we held a series of events which were attended by service users, staff and Drug Action Team officers with the aim of analysing the treatment process in Kirklees from the service user's point of view and looking for opportunities for improvement. The learning from this has led to many changes in Lifeline Kirklees. The exercise told us that people wanted more flexible, accessible services, wider opening times, quicker access to treatment and more streamlined assessments.

Lifeline Kirklees has undergone a major restructuring in preparation for the launch of a new service, Way Ahead, in April 2004. Way Ahead is an open access first point of contact for anyone affected by substance use in Kirklees. It offers holistic assessment and access to the whole range of services offered including harm minimisation services, counselling and drop in "listening ear" support. Learning from the consultation exercise also led to major improvements in other areas; the Adult Community Treatment Teams (ACTT) have reduced the waiting time for prescribed treatment from 13 weeks in 2002 to 3 weeks, which is the National Treatment Agency target.

Also in 2003, a bid to the European Regional Development Fund to refurbish a five storey Victorian mill building was successful. The building in Wellington St, Dewsbury will house adult services in North Kirklees. Work is expected to be completed by Spring 2005. The Wellington St Project, which includes an Employment project linked to the Outlook service, won a European Labour Party award in March 2004.

New Government initiatives on drugs and crime promise that future developments will focus on the criminal justice agenda. In this field, working with stakeholders has become central to the way we operate in Kirklees and will continue to inform future developments. Whatever the future holds for Lifeline Kirklees, workforce development will be crucial, as our people are our most precious resource. We have a trainee programme which targets people with potential who have personal and family experience of substance use. The Outlook service provides a link between service provision and our workforce through the volunteer and peer education programmes, which we hope will contribute to the workforce for the future.

Bridget Hughes

MAKING THINGS EQUAL

Over the last three years, we have conducted over 370 community seminars and surgeries held with over 4,100 individuals from the South Asian community. This included venues such as partnership organisations, community centres, local libraries, and seminars providing information, advice and leaflets. Over 170 drug awareness sessions were also facilitated with over 1,100 individuals and over 900 professionals contacted through organisational mapping, seminars, training and meetings. A specific education programme was also undertaken where 10,000 leaflets were produced and disseminated for South Asian Parents in Urdu and Bengla. Several media campaigns targeted local and national radio and press. An estimated 6,000 individuals were contacted and provided with information about the project and drugs.

A further two services were commissioned by local Drug Action Teams using the Community Interacter Model as a core component. The Youth Engagement Project which works across Blackburn and uses the principles of peer support and education, providing alternative outlets for South Asian young people who may be considered on the margins of society. Also there is the MTE project in Kirklees which arose in response to the findings of two local Drug Misuse Needs Assessments (DOH, 2000) undertaken by local communities, which echoed and reflected national evidence and research in regards to BME communities and substance misuse, which provides a range of Tier 2 services. The project has been extremely successful in recruiting local individuals as Interactors and in trainee positions, and 8 of these individuals have gone on to find full-time employment in the drugs field including with Lifeline.

The Community Interactors have been found to be a most valuable resource for local knowledge and experience. They have managed to access "hard to reach" communities and developed effective working partnerships with local voluntary

and community groups, which have resulted in a network of resources for communities and professionals to tap into. Through effective participation of communities, information and ideas have been fed back into the planning and service delivery of the project thus enhancing what Lifeline is able to offer.

To celebrate the achievements of the East Lancashire project a major conference was held in order to report back to South Asian Communities and local providers and commissioners on the lessons which had been learnt in mainstreaming provision for Black and minority ethnic communities.

Also in this year a South Asian Healthcare Conference was held in Blackburn in February. 'Developing and Implementing Competent Helathcare for South Asian Communities' was a partnership initiative between Lifeline, the Abasenn Foundation and the Anglo-Pakistan society. The conference focused on some of the most important issues affecting the health of South Asian Communities in the UK. It provided an opportunity to share knowledge, skills and experiences of developing and implementing culturally competent healtlthcare which benefits south Asian Communities in the UK and their respective home countries.

Lifeline has significant experience in developing, implementing and facilitating anti-discriminatory training in line with DANOS. In 2003-2004 Blackburn with Darwen Drug Action Team commissioned a significant piece of work which involved designing specific training to develop anti-discriminatory services in line with the DAT Diversity Strategy. Further Developments in Diversity 04/05:

- Newcastle DAT have commissioned Lifeline to provide a specific service for users and carers.

- Lifeline Kirklees has been selected as one of the ten pilot sites in the country to pilot new treatment programmes for crack and cocaine users. As an NTA crack pilot site,

Lifeline have recruited a stimulants worker based within the Making Things Equal team who works across agencies.

MTE Kirklees have established partnerships with Lawrence Batley Theatre, Hudawi Cultural Centre, Tiata Fahodzi Theatre Company, arti-MOTION and Creative Response to develop a stage play called 'It takes a whole village' to raise awareness on drug and alcohol misuse with BME parents/carers. The play will be filmed and produced as a training resource which can be used to deliver training to parents/carers, young people, voluntary/community groups addressing issues of taboo, confidentiality, access to services and cultural competence.

Noreen Sheikh-Latif



Paul Peart

LIFELINE MANCHESTER

In the Greater Manchester area Lifeline runs a diverse range of services for adults and young people. This enables a transfer of learning between services and staff teams. This year we have concentrated on the development and promotion of our young peoples services and our Outlook project in East Manchester all of which are relatively new services and teams have worked hard to become established within their respective communities.

Salford Young Persons Service is based within the administrative building of Salford's adult treatment service and sees young people in various settings across the city. During this year the service has continued to grow in staff numbers and the appointment of a team leader has ensured that the service is represented across Salford's young peoples services. During this time we also started to work with Barton Moss secure unit developing and delivering group work around substance use to young people in the unit and a training package to the staff teams. In the coming year the service will focus on tier 2 provision and continue the search for appropriate premises in which to base the service.

Tameside Young Peoples Service (Branching Out) has offices in the centre of Ashton-under-Lyne where young people and parents can access support advice and information. The service also has a tier 3/4 worker and a parents worker based within the Youth Offending Team. During this year the service has held several community events to raise awareness of the service in partnership with the young peoples healthy living centre. In the coming year the service will be carrying out a piece of research which aims to identify why young women are not accessing the service until they are heavily involved in substance use and hopefully address some of these issues.

Lifeline Manchester Adult Client Services is based in the city centre and the needle exchange has around 1,400 service

users registered at any one time which adds up to around 25,000 visits per year. The service also offers telephone and face-to-face support, advice and information to anyone affected by their own or someone else's drug use and received 2,323 enquiries from professionals and members of the public this year. The services nurse is kept busy providing general health care including Hep B vaccinations, Blood Borne Virus Testing, Wound care, and safer injecting advice.

Volunteers. The service relies heavily on its enthusiastic body of volunteers who help staff the needle exchange. Volunteers are recruited and trained 2 or 3 times each year, the high turn over is due to the fact that many volunteers are adding practical experience to qualifications and move on into employment within the field. During the coming year the service aims to develop a steroids clinic to address the health needs of our steroid using service users. As a busy needle exchange we have attracted some negative feedback from local residents and aim to address concerns in a series of open evenings to inform residents and other interested parties of the work we do. These events are being planned in partnership with the Local Action partnership.

Social support Team. This service started as a community detox team working in partnership with Manchester Drug Service and Social Services Care Managers to provide a complete package of care to people who choose to detox from Heroin or Methadone in their own homes. Lifeline's three workers provided social support before, during and after detox. The service has now expanded its remit to include supporting people detoxifying in the community or in Manchester's two in-patient facilities. The support provided is tailored to suit the individual. Workers use a range of skills and interventions including motivational interviewing and counselling skills but most of all common sense and compassion to address the overall needs of service users. As a pilot our main aim for the coming year is to be re-

commissioned to provide and develop this much needed service.

Outlook East Manchester. The Outlook team have worked hard to establish this service, which because of commissioning arrangements can only accept service users from within a small geographical area. Their hard work has paid off and is demonstrated by the wide range of referrals the service receives, particularly self-referrals. Outlook works with a range of agencies and projects across Manchester to provide a varied and interesting programme of activities to its service users. As a pilot project our energies will be directed towards demonstrating the effectiveness of the project in addressing the range of issues faced by our service users. The service also wishes to increase service user participation in the development and direction of the service and have accessed independent funding to establish.

Marie McGowan



Marie McGowan

LIFELINE IN THE NORTH EAST

The expansion of Lifeline within the North East has provided the organisation with an opportunity to push forward with fresh and exciting ideas. The integration of new models into services design has supported our success within the tendering process, resulting in considerable strategic developments, both geographically and thematically.

During the twelve-month period three new services were acquired by competitive tender. The Middlesbrough Harm Minimisation Service commenced in July 2003, recruiting staff between August and October and establishing service delivery by November 2003 with the support of some key local partnerships. The Middlesbrough ECLYPSE Service (Tier Two, Young Persons Service) began recruiting in January 2004, a staff team of four being in place by March 2004. The Newcastle Harm Minimisation and Day Programme Services were successfully tendered for during January 2004, the recruiting process being underway by March 2003.

Underpinning all our work within the North East is a strong community development agenda. This enables us to provide appropriate support so that those members of the community who require our services are able to become involved in improving quality and shaping service development. For those members of the community who do not require services (but live in the locality of our services) we aim to build skills capacity, listen and support problem-solving initiatives, improve inter-community relations and reduce negative impacts. It has been an exciting year for us. We have brought together talented and enthusiastic staff, and all the teams are look forward to consolidating, developing and extending the new services that we have established.

Kate Griffiths

RESEARCH DEPARTMENT

Over the last 12 months the Research Department has seen the volume and range of commissions its receives grow, to such an extent that additional staff have been recruited. The Department has variously been involved in the development of responses to the National Alcohol Strategy at the level of service and strategy development. The roll-out of the Drug Intervention Programme, which aims to address drug related offending with a multi agency approach, has seen the Department providing support to various Drug and Alcohol Action Teams (DAATs) in the development of locally applicable models. The implementation of those models in terms of the delivery of actual services has also demanded significant input from the team.

Members of the team have continued their secondments, principally in relation to service commissioning and the Department is looking to continue providing support in this area particularly given the additional funding that is being made available to DAATS and the potential to develop services that this brings. In addition, over the next twelve months the Department is looking to develop its expertise in relation to new developments in the Criminal Justice System such as Drug Rehabilitation Requirements and the impact that this may have on potential commissioners and on Lifeline as a provider.

Paul Keeling



Paul Keeling

HUMAN RESOURCES

The overwhelming evidence is that people management and development matters. Whether you are in the private, not for profit or public sector, the way you treat your most valuable asset has a fundamental impact on your organisation's ability to deliver. It's not just about being nice to people, it's about ensuring you have a sound framework to recruit, develop, motivate and retain your workforce. The voluntary sector has traditionally under-invested in human resource management, but now, in the face of the national drug strategy and a profound increase in employment legislation, it is crucial we develop competent practitioners, build effective leadership and, ensure our people management practices profess more than the basic legal compliance.

Naturally, I am delighted that Lifeline have invested in a core human resource management function and I hope this will go a long way towards ensuring terms and conditions are harmonised across the Company. Lifeline's Employee Handbook needs to keep pace with changing legislation, so I am happy to report the revised procedures due out at the start of the next financial year. Hopefully, in conjunction with the finance department, there will soon be a Financial Procedures Manual specially designed for use by managers and team leaders throughout the organisation.

Managers are busy people with many demands both at an operational and strategic level. With this in mind, the Human Resources Department has produced a series of briefings, which aim to assist managers in implementing good practice on a range of human resource issues. So far these include employing people with criminal convictions, data protection, managing sickness absence and handling probationary reviews. In the new financial year, we will be piloting a series of Human Resources workshops with managers in Lifeline Kirklees. The aim of the workshops will be to help front line managers develop the confidence and knowledge to implement proven good practice in managing and developing people.

As the trend for service user involvement continues, the Human Resources Departments based in Kirklees and Oldham Street have been working together to develop a training programme for service users to assist in the recruitment of front line staff. This has been a rewarding experience, producing a high degree of consistency in decision-making between managers and service users. The development of a workforce strategy for Lifeline Kirklees may mean that in the future, service users are not just on the interview panel, but feel increasingly confident to apply for jobs within Lifeline. The new Trainee Development Scheme, which specifically targets those without any previous experience in social-care, will help to create a more diverse and vibrant workforce, as well as increasing the capacity of the drugs sector as a whole.

Long overdue, the new equality legislation means that is now unlawful to discriminate against workers on the grounds of religion, belief and sexual orientation and this next year will see even more regulation of the employment relationship, with new laws on worker consultation and discipline and grievance handling. A consistent approach to employee relations is, I believe, the key to building success in any company. Singing from the same hymn sheet may become more than just a platitude; it may be a matter on which corporate integrity, as well as future business, rests.

Liz Mather

LIFELINE PICCADILLY

Based in Bradford, the Piccadilly Project is Lifeline's sole alcohol service. During 2002 Lifeline began to take on the management of the service from its previous board. Like many alcohol services of its type, its development had strayed behind that of drugs services in the area. Despite the discomfort nationally and locally that it is so, alcohol interventions remain disproportionately under resourced compared to those of illicit drugs.

While the Alcohol Harm reduction Strategy was very welcome, as is Models of Care for Alcohol, stability for sole alcohol services remains elusive in the short term. It is critical that we continue to adopt a programme of work that remains consistent and pragmatic during a transitional period, and that we stay in contact with commissioners and providers.

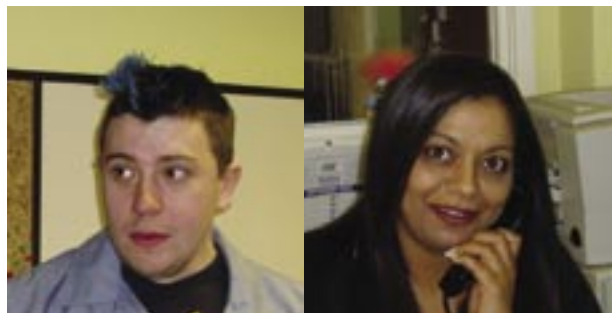
An internally commissioned independent audit of the service last financial year highlighted there was a need for essential changes. The main priorities for Lifeline Bradford in 2003/04 therefore, have been the completion of a full service review, carrying out preparatory work to inform a new Service Level Agreement and to implement a change management strategy. It has not been an easy year, and we do not anticipate that it will be straightforward for a while to come. On the other hand, we are optimistic about the degree of improvement we can bring to delivery.

We have shifted the emphasis of the face-to-face work from generic counselling practice to outcome related alcohol counselling, with elective further counselling on offer. We have also begun building other interventions (including improved group work practice and general healthcare). In addition, care coordination and clear care pathways are being built into everyday practice, and waiting times have reduced to 1 week or less. This transition has not always been easy, but we are now in a much better position to embrace the guidance emerging from the NTA and DH.

Lifeline carried out an analysis of informal user representation at Piccadilly and is working towards establishing a systematic forum for user involvement in line with national guidance. In addition to casework, the team is developing links and joint work with a number of key community and mainstream initiatives, aware that low confidence, stress and isolation are linked to excessive alcohol use. For example, an easy access system has been established with Leisure Services. Whatever the future holds, the experience gained from taking on the development of Piccadilly at such a time in the history of the alcohol field has provided very valuable learning.

Tanya Goodman

Colin Wiseman & Satvinder Shera



LIFELINE PUBLICATIONS

For over fifteen years we have produced publications - comic strips, leaflets, booklets, posters and books - covering a wide range of topics from safer ecstasy use to better injecting techniques; solvent use to getting caught with drugs; safer clubbing to surviving life in a young offenders institution; steroid use to techniques for successful detox. We produce materials designed for, and in full consultation with, a wide range of groups whose lives are affected by drug use, that seek to address the particular needs and concerns of those groups. We believe that this approach makes our publications credible and relevant to the target audience.

Lifeline's Code of Practice for Drugs Communication Products As the nature and responses to drug use have changed, we have recognised the need to clarify and more clearly define the mission of our publications. To this end, we have developed a code of practice that we will apply to all Lifeline publications and communications. Our publications catalogue both printed and online, explicitly states the aims and objectives of each publication. Each new publication where practical will also carry the aims and objectives and our existing publications will be updated as they are reprinted.

Examples of major publications in 2003/04:

Out-Patient Treatment for Heroin Addiction

A service-users' guide to rights and responsibilities
Written in conjunction with the Alliance, this booklet outlines a range of treatment options for heroin addiction in particular relating to the substitute prescribing of methadone including the identification of potential problems in accessing services, stabilising on methadone and detoxification services.

Dr Nuke's guide to Mind-Bending Drugs

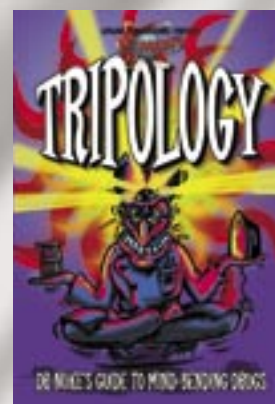
70 fact filled pages on everything you need to know about psychedelic and deliriant drugs from the San Pedro cacti to fairy tale mushrooms; cane toads to flying reindeers. This book contains information on chemistry and classification,

effects, side effects and after effects and includes user accounts... 'Just remind me how you stand up?'

Kevin Robinson

www.lifelinepublications.org

*Out-Patient Treatment for **Heroin Addiction**
Tripology - **Dr Nuke's Guide to Mind-Bending Drugs***







Cllr Annie Smith



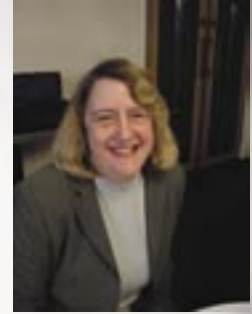
Ms Jocelyn Jean-



Dr John Bayne



Mr Peter Hewitt - Treasurer



Ms Shelia Lee - Chair

Features Young People and Drugs 2003/2004

. 'Every Child Matters' and the Children Bill

. Criminal Justice - Arrest referral for young people

. Needle Exchange - Still debated

. Protocols for transition to adult services

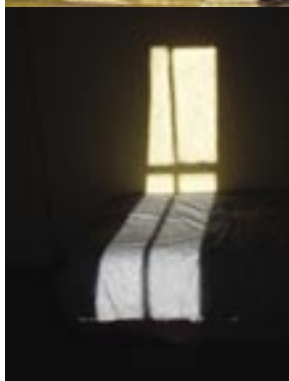
. Diversion from problematic use - Seeking alternatives



Young people & drug use

MANCHESTER

Eclipse establishes a new profile in Manchester and extends its services



Criminal Justice & Youth Offending

SALFORD

Working with young offenders: SPIN (Supporting Parents in Need) won an award this year from Salford City Council



Families & drug use

KIRKLEES

Lifeline opens one of the first Family Drug Services



Young people & communities

CALDERDALE

Caroline Flint visits Calderdale and meets Lifeline's Positive Futures manager Tahir



Val and Anne working to promote forward thinking on substance use in schools

THE EARLY INTERVENTION SERVICE

The Early Intervention Service works with teachers, pupils and families, finding alternatives to school exclusion in East Lancashire.

Between them, Val and Anne have lifetime's experience of working in the education system and with young people in difficulty. Working relentlessly with the school system in East Lancashire, they have developed a relationship with teaching staff that enables formal and informal learning about drug use in their schools. Their understanding of students and their families, together with a pragmatic and energetic approach, results in fewer drug related exclusions within the school system. In large part the success of the Early Intervention Service is down to the commitment of these two women. More information can be found at www.lifeline.org.uk.

Features Adults - Working with Drug Users 2003/2004

.Models of Care take root

.Alcohol Strategy published

.DIP (CJIP) goes live

.Integration of the User Forum

.Learning about Hepatitis C



Prison Work

EAST LANCASHIRE

Lifeline works in 11 of the 16 prisons in the North West delivering drug related counselling and intervention.



Employment

CALDERDALE & KIRKLEES

One of the few Progress 2 Work projects based in a drug agency



Community

EAST MANCHESTER

Outlook service users exhibit work at the Manchester Museum of Science and Industry



Open Door Triage

KIRKLEES

Kirklees launch widely publicised town centre trage services



HARM MINIMISATION IN MIDDLESBROUGH

The team has worked hard to provide Tier 2 harm minimisation services in a range of settings in Middlesbrough. The aim is to support drug users, family members and concerned others around drug related issues. A Needle Exchange is part of the service and we recruit existing and former services users into significant volunteer roles where an interest is expressed. A comprehensive 6-week training package has been developed for volunteers and is mapped against DANOS (Drug and Alcohol National Occupational Standards) competencies.

Features Prison Work

PRISONS

Lifeline in the North West Area takes a multi disciplinary approach and Lifeline Drug Workers and prison officers work together in all eleven prisons.

The CARAT Team believe this multi disciplinary approach enhances and strengthens the service provided to prisoners, in that prison officers are required to learn more about drugs and their effects in the same way drug workers do.

Officers successful at interview undertake the Area Training Programme which includes twelve modules on all aspects of working with substance misuse.

For some officers this can be a difficult transition. Officers are trained to a high level of security and illicit drugs use in prison is a problem that would normally result in a security issue. Yet as a CARAT Officer, they have a caseload of prisoners with numerous issues around substance misuse *including* cases where prisoners still use drugs.

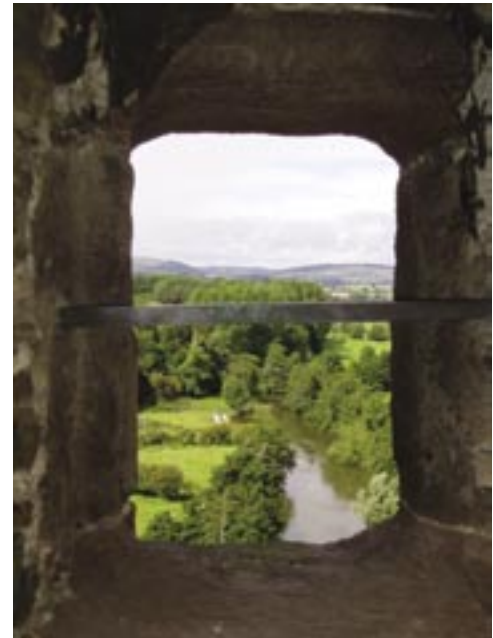
The CARAT Service is confidential and prisoners must have trust in what they tell their worker. Some prisoners initially demand to work with civilian workers, in the belief that information would not be kept confidential by officers. As a result officers have had to work hard to build relationships with prisoners and show they are professional drug workers with the prisoner's best interest as central. Officers may know a prisoner is still using drugs in prison but keep this information confidential.

Lifeline workers have found that working alongside officers enhances the CARAT Team and the service they provide to prisoners. Officers have extensive knowledge of prisons and are often able to access information, assistance and advice that would be difficult for civilian workers. Also, CARAT Teams gain credibility within the prison setting – a common problem for drug teams, particularly around harm minimisation.

Without prison acceptance, the people with drug problems are the ones who suffer.

Developing this approach has not been easy or straightforward, and we do not profess to have all the answers. But for anyone wondering if the partnerships are genuine, many officers have undertaken external training courses to Masters level and six officers have now left the prison service and come to work for Lifeline.

Sue Fitzgerald



Inside Out - Two way learning in the prison teams

Features Publications

HOW TO MAKE A LIFELINE PUBLICATION

Since 1987 when we first produced 'Smack in the Eye' Lifeline Publications have published hundreds of drug related materials that have achieved a worldwide reputation for excellence and innovation. Although we have had one or two critics along the way, many of the approaches we pioneered and were damned for are now standard practice in the field. One of the things that still constantly amaze us is people's surprise when they find out how much research goes into producing a publication, they must just assumed that we make them up.

Our publications are underpinned by classical health education and communication theory and built on research to ensure that the communication is as effective as we can make it. They are aimed at specific target audiences, which are based on similarities of drug use, geography, age, lifestyle etc. These are identified by perceived need and further refined by the research process. Our tiny team of designers and writers work directly with the target the audience, as we believe this is the most effective (if not the only) method of working. Qualitative research identifies problems and risks together with appropriate messages and styles that will be understood and found credible by that audience.

It is often vital to show an understanding of the context and setting in which drug use takes place. In these cases we often tell a story to carry the information. The 'Uncle Bob' leaflet - aimed at young boys on the periphery of the sex trade who are being groomed by paedophiles- was one such story. These stories are derived directly from the research process. Teasing out these stories takes time and sensitivity. The unfunded research for 'Lickin Shot' -aimed at young black men who get involved in gangs and drug dealing took a year to do. A current funded project aimed at cocaine smokers has involved over 60 interviews with drug users and many more with key people from the community.

We often interview as many people during the production of a publication as an equivalent academic research project; the difference is that our research are designed to be presented to the target audience in the form of a leaflet and not to other academics and policy makers in the form of an academic report.

So the next time somebody asks how we manage to produce our publications, just tell them that we don't just make 'em up.

Michael Linnell



Financial **Summary**

The following information is an extract from Lifeline's full Audited Accounts, which are filed with the Registrar of Companies. A copy of our Audited Accounts is available on request.

Statement of Financial Activities

(Including an income and expenditure account) For the year ended 31 March 2004

	Restricted funds 2004 £	Unrestricted funds 2004 £	Total 2004 £	Total 2003 £
Incoming resources				
Donations	139,888	4,903	144,791	187,948
Activities to further the charity's objectives	-	6,756,381	6,756,381	5,239,052
Investment income and interest	-	19,786	19,786	19,911
Total incoming resources	139,888	6,781,070	6,920,958	5,446,911
Resources expended				
Costs of activities to further the charity's objectives	57,787	6,264,680	6,322,467	5,005,267
Management & administration of the charity	-	447,168	447,168	357,980
Total resources expended	57,787	6,711,848	6,769,635	5,363,247
Net incoming resources before transfers	82,101	69,222	151,323	83,664
Transfers	(235)	235	-	-
Net incoming resources for the year	81,866	69,457	151,323	83,664
Balance brought forward at 1 April 2003	28,513	638,752	667,265	583,601
Balance carried forward at 31 March 2004	110,379	708,209	818,588	667,265

The statement of financial activities includes all gains and losses recognised in the year.
All incoming resources expended derive from continuing activities.

	2004 £	2003 £
FIXED ASSETS	190,850	204,611
Current assets		
Stock	91,186	69,163
Debtors	878,979	476,079
Cash at bank & in hand	727,973	1,012,474
	1,698,138	1,557,716
Creditors:		
Amounts falling due within one year	(1,070,400)	(1,095,062)
Net Current Assets	627,738	462,654
NET ASSETS	818,588	667,265
Unrestricted funds		
Designated funds	244,580	260,481
General funds	463,629	378,271
	708,209	638,752
Restricted funds	110,379	28,513
	818,588	667,265

We would like to thank those individuals and organisations who have given donations to Lifeline during the past year, including:

ABBAY NATIONAL
ALBERT HUNT TRUST
EUROPEAN REGIONAL DEVELOPMENT
FUND (E.R.D.F)
PHILLIPS COMPONENTS
PILGRIM TRUST
VOLUNTARY ACTION MANCHESTER

Independent auditors' statement to the directors of Lifeline Project Limited

We have examined the summary financial statement of Lifeline Project Limited for the year ended 31 March 2004 which comprise the summary Statement of Financial Activities, the summary Balance Sheet and the related notes.

Respective responsibilities of directors and auditors

The Directors are responsible for preparing the summarised Annual Report.

Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summarised Annual Report with the full annual accounts and the Directors' Report. We also read the other information contained in the summarised Annual Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

You are responsible as directors for the preparation of the summary financial statement. We have agreed to report to you our opinion on the summarised statement's consistency with the full financial statements, on which we reported to you on 14 December 2004.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board for the use in the United Kingdom.

Opinion

In our opinion the summary financial statement is consistent with the full annual accounts and the trustees' Report for the year ended 31 March 2004

MAZARS LLP
Chartered Accountants and Registered Auditors
Manchester
14 December 2004

Directors Statement

These summarised financial statements are a summary of information extracted from the statutory Directors Report and Accounts. They may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the statutory Directors Report and Accounts should be consulted. Copies are available from the company secretary. The full annual accounts were approved on 14 December 2004. These accounts were audited by Mazars, who gave an unqualified audit opinion, and will be delivered to the Charity Commission and the Registrar of Companies. P Hewitt, Director.

Extracts from the notes to the Financial Statements for the year ended 31 March 2004 appear overleaf:

Fees Receivable

Income received for delivering a service to assist persons and their families and dependents affected by the misuse of drugs. Fees received as follows:

	2004	2003
	£	£
Blackburn with Darwen Borough Council	116,681	57,965
Bradford Council	59,444	82,900
Calderdale Metropolitan Borough Council	5,938	139,211
General Social Care Council	8,964	-
Connexions	33,625	-
Drug (Alcohol) Action Teams	400,673	209,267
European project	44,856	708
Greater Manchester Police	-	25,305
HM Prison Service	898,623	729,198
Home Office	62,887	121,064
Job Centre Plus	43,895	-
Kirklees Metropolitan Borough Council	375,976	152,622
Learning and Skills Council	-	48,028
Manchester City Council	567,950	492,730
National Children's Home	148,112	-
North Kirklees PCT	1,904,407	1,584,221
North Manchester PCT	108,262	103,600
Other PCT	447,830	421,098
Single Regeneration Budget	214,833	169,636
Tameside Metropolitan Borough Council	22,461	37,386
West Yorkshire Police	100,682	41,000
Wigan MBC	-	12,000
-Youth Offending Teams	167,623	177,246
	5,733,722	4,605,185

Resources Expended

	£	£
Counselling services, information & research	5,867,468	4,688,691
Educational publications	454,999	336,576
	6,322,467	5,005,267

Management & Administration

	£	£
Salaries & office costs	381,338	307,175
Legal & professional fees	56,830	41,797
Auditors' remuneration - statutory audit	9,000	8,000
Other	-	1,008
	447,168	357,980

General

WEB

www.lifeline.org.uk

HEAD OFFICE & FINANCE

101-103 Oldham Street
Manchester M4 1LW
tel: **0161 834 7160**

PUBLICATIONS & PRESS ENQUIRIES

39-41 Thomas Street
Manchester M4 1NA
tel: **0161 839 2075**
web: www.lifelinepublications.org.uk

RESEARCH

39-41 Thomas Street
Manchester M4 1NA
tel: **0161 214 0913**

North West

UNDER 18

East Lancashire Early Intervention Service
tel: **01254 677493**
Manchester ECLYPSE Young Person's Service
tel: **0161 273 6686**
Tameside Branching Out Young Person's Service
tel: **0161 343 6481**
Oldham Young Person's Service
tel: **0161 621 9500**

OVER 18

Manchester Adult Client & Community Detox Services
tel: **0161 839 2054**

CRIMINAL JUSTICE

Prisons Service
tel: **01772 62446**

OUTLOOK

Outlook East Manchester
tel: **0161 231 7012**

NEEDLE EXCHANGES

tel: **0161 839 2054**

Yorkshire

UNDER 18

Calderdale Young Person's Service (HX1)
tel: **01422 258800**
Kirklees Young Person's Service (Drug Sense)
tel: **01484 353353**

OVER 18

Kirklees Adult Treatment Service
tel: **01484 353333**

CRIMINAL JUSTICE

Kirklees Criminal Justice Service
tel: **01924 454059**
Calderdale CIP Throughcare & Aftercare
tel: **01422 510000**

OUTLOOK

Outlook Calderdale
tel: **01422 510000**
Outlook Kirklees
tel: **01484 353333**

ALCOHOL

Bradford Alcohol Service
tel: **01274 735775**

FAMILIES & CARERS

Kirklees Family Drug Service
tel: **01484 353353**

MAKING THINGS EQUAL

Kirklees Making Things Equal
tel: **01484 537511**

NEEDLE EXCHANGES

Kirklees South
tel: **01484 510826**
Kirklees North
tel: **01924 457038**

North East

UNDER 18

Middlesborough Young Person's Service
tel: **01642 222148**

OVER 18

Newcastle Harm Minimisation Service
tel: **0191 261 4719**
Middlesborough Harm Minimisation Service
tel: **01642 222148**

NEEDLE EXCHANGES

Newcastle
tel: **0191 261 4719**
Middlesborough
tel: **01642 222148**

USER & CARER INVOLVEMENT

Newcastle
tel: **0191 232 7445**

Principal Activities

The principal activities of the company are to assist persons and their families and dependants affected by the misuse of drugs and to provide a training and advisory service to persons and organisations who deal with the misuse of drugs and sexually transmitted disease.

Constitution

Lifeline Project is a company limited by guarantee and a registered charity governed by its memorandum and articles of association. Charity No: 515691. Company No:1842240

Directors & Trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law. Under the Articles, the directors all serve as members of the Council of Management, which constitutes the Board of Directors for the purposes of the Companies Act 1985. Directors may be appointed by ordinary resolution.

Council of Management

The persons listed below have served as members of the Council of Management, which constitutes the Board of Directors for the purposes of the Companies Act 1985.

Ms Sheila Lee - Chair
Dr Peter Hewitt - Treasurer
Dr John Bayne
Reverend Paul Flowers (resigned 22/08/04)
Mr Nasir Ilyas (resigned 11/06/04)
Mr Charles Irvine (resigned 12/08/04)
Mr John Pierce (resigned 30/10/03)
Mr Kamlesh Patel (resigned 15/05/04)
Ms Jocelyn Jean-Pierre (appointed 11/06/03)
Cllr Annie Smith (appointed 11/06/03)

Secretary

Ian Wardle

Registered Office

101-103 Oldham Street,
Manchester M4 1LW

Auditors

Mazars LLP
Merchant Exchange
Whitworth Street West
Manchester M1 5WG

Solicitors

Dent, Raven & Marsden
Alliance House, 30 Cross Street,
Manchester M2 7AQ

Bankers

National Westminster Bank Plc
115 Deansgate, Manchester M3 2NW