

**CHAPTER (WEST CHESHIRE)
LIMITED**

COMPANY LIMITED BY GUARANTEE

**TRUSTEES' REPORT AND
INDEPENDENTLY EXAMINED ACCOUNTS**

**for the year ended
31st March 2010**

**Company Registration Number 3294547
Charity Number 1072395**

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chairman's Foreword

Yet another year has gone by, and 2009-10 is CHAPTER's nineteenth year of operation. For a small local charity which does not charge for its services but is dependant on grants and small contracts, this is good going and 2009-10 has been a very busy and fruitful year. Financially, all our posts have been funded and at the end of the financial year we had managed to acquire a small reserve. We have in no way drifted away from our original values and principles. Indeed, additional funding has allowed us to build on our core business, to serve those people with longstanding and/or severe mental health issues and assist them in their efforts to move towards employment. That is not to say all our clients are long term. As demonstrated in the Chief Officer's Report, some clients move on quite quickly.

It is usual in an annual report to look back over the past year, and in so doing, as Chairman, I can point to our continuing high profile locally; our continued work with our local PCT, the Mental Health Partnership Trust and with the Local Authority, which in 2010 became the new unitary authority 'Cheshire West and Chester'. The Third Sector Assembly which represents the whole of the local Voluntary, Community and Faith Sectors across the new Local Authority has continued to work hard at strengthening the voice of the third sector. Its members are represented on various Partnership Boards set up across Cheshire West and Chester. As Chairman of CHAPTER, I now chair a local network convened by Chester Council for Voluntary Action, and we are able to invite representatives from the statutory sector to meet with us.

Cheshire West and Chester has undertaken a huge exercise to identify and understand the nature and work of the voluntary organisations funded by the predecessor Borough Councils. Some reductions have been made but the Cheshire West and Chester Council still invests £15M in the Third Sector across its various departments. Each voluntary organisation has been reviewed, and CHAPTER was successful in maintaining its grant for 2009-10.

CHAPTER has been instrumental in revitalising the Mental Health Employment Forum for the statutory, private and voluntary sectors across Cheshire and Wirral. It is early days, but the opportunity to learn what each organisation or project does and to try to avoid unhelpful overlaps, but rather to foster partnership has been advantageous.

Looking back over the year, although our current grants have continued in place, the recession has impacted significantly and attracting new money, new grants, and raising funds through events have been disappointing and undoubtedly will get worse. Looking forward, the backdrop to autumn 2010 onwards appears to be one of continuing gloom on all fronts, with the recession biting, rising unemployment, proposed changes to the NHS, and cuts in public expenditure to be announced in the Government's spending review. It is clear that challenging times are ahead for the voluntary and community sectors, and the individuals they support.

Details of the coalition government's flagship Big Society programme, which has been linked with the voluntary and community sector are beginning to emerge. These resonate with CHAPTER's commitment to social values; giving communities and individuals more power; and promising a greater role for the independent sector in the delivery of public services. What is lacking is the detail and information about what resources might be available to enable small organisations like CHAPTER to respond to these challenges.

One thing is certain, CHAPTER's most valuable resource is its dedicated and hard working staff team and supportive Board of Trustees. New projects; new ways of working; the increase in volunteering have resulted in staff often having to add new responsibilities to their existing heavy workload. There have been changes to our staff team which our Chief Officer has reported, and we have been fortunate in recruiting two new user representatives to the Board, which has been invaluable.

My sincere thanks go to the staff team, and particularly to our Chief Officer Anne Piercy who effectively juggles so many responsibilities; and also to our very hard working Board Members.

Maire J Gibson
Chairman
September 2010

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Financial Statements

Year ended 31st March 2010

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**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Members of the Board and Professional Advisers

Registered charity name CHAPTER (West Cheshire) Limited

Charity number 1072395

Company registration number 3294547

Registered office Queens House
Queens Road
Chester
CH1 3BQ

Trustees Maire Gibson
Dr Roy Johnson
Colin Jones
Joan Wren
David Clements
Marion Needham
Margaret Ainslie
John Dunkerley
Susan Kettle

Secretary Dr Roy Johnson

Professional adviser Dinah Dunkerley

Independent Examiner Robert Hall
Mitchell Charlesworth
Chartered Accountants
24 Nicholas Street
Chester
CH1 2AU

Bankers HSBC
47 Eastgate Street
Chester
Cheshire
CH1 1XW

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Trustees' Annual Report

Year ended 31st March 2010

The Trustees, who are also directors for the purposes of company law, present their report and the independently examined financial statements of the charity for the year ended 31st March 2010.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown on page 1 of the financial statements.

THE TRUSTEES

The Trustees who served the charity during the period were as follows:

Maire Gibson	Chairman
Dr Roy Johnson	Company Secretary
Colin Jones	
Joan Wren	
David Clements	
Marion Needham	
Moira Andrews	(resigned 21 st December 2009)
Margaret Ainslie	
John Dunkerley	
Susan Kettle	(appointed 13 th November 2009)

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

CHAPTER (West Cheshire) Limited is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19th December 1996.

Management

Overall direction and supervision of the activities of CHAPTER is exercised by a Management Board which during 2009-10 consisted of the ten Trustees and the following four co-opted members:

Marlon Armstrong	Co-opted as Honorary Treasurer
Two user representatives	
Cllr Tom Parry	Representative nominated by Cheshire West and Chester Council

The Management Board meets every eight weeks to receive reports from the Chief Officer of CHAPTER and the Honorary Treasurer, and to effect strategic and administrative decisions. It is supported by five committees:

- Health and Safety;
- Finance;
- Personnel;
- Policy and Procedures; and
- Fund Raising.

The organisation is run on a daily basis by the Chief Officer, assisted by a Finance Officer and an Administrator who report to the Management Board. The Project Workers are supervised by the Chief Officer and have the opportunity to report regularly to the Management Board on their work.

Dinah Dunkerley, former Trustee continues to act as Professional Adviser to CHAPTER.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Trustees' Annual Report

Year ended 31st March 2010

STRUCTURE, GOVERNANCE AND MANAGEMENT *(continued)*

Presentations on different aspects of the work of CHAPTER are made at Board Meetings and the Chief Officer always presents a report on developments, problems, opportunities for involvement, in addition to statistics on activity and progress against the targets which are associated with grants and contracts.

CHAPTER's services are currently delivered in Chester City and Ellesmere Port. We would like to be able to undertake more work in Rural Cheshire where we know there is a dearth of provision, and also in Frodsham and Helsby. This depends on the availability of funding to employ more staff and associated expenses

Appointment of Trustees

Trustees are appointed by the current Board Members at the AGM, but can be co-opted by the existing Management Board pending election at the next AGM. All new Trustees are inducted into the work of CHAPTER and their roles as Trustees on appointment and have access to training. The co-option of user representatives to the Management Board has been an excellent development and the representatives play a full part in the range of activities and in committees.

The Chairman monitors the balance of skills and experience of the Board, and seeks to recruit to fill gaps. Trustees are expected to

- support the Organisation and its aims
- be able to act as ambassadors for the Organisation
- demonstrate sound common sense and a breadth of experience
- declare any potential conflict of interest
- possess experience in a position of responsibility
- undertake work on an appropriate committee in addition to attendance at a specified number of Board Meetings

RISK MANAGEMENT

The Management Board keeps under review the major risks to which the Charity is exposed and where ever possible, processes and procedures are in place to mitigate these risks. The risks to external funding are kept under frequent examination so that, when required, new and diversified funding sources can be investigated and if necessary, the activities of the Charity can be reviewed. Other internal risks are minimised by the implementation of procedures for authorisation of all transactions. Projects are monitored and assessed regularly to ensure consistent quality of delivery for all operational aspects of the Charity, and safe working practices for staff and clients, including a Lone Worker policy. A committee of CHAPTER (Policy and Procedures) has been reviewing all policies and procedures with particular regard to the management of risk. The Health and Safety Committee has been particularly active in 2009-10 in developing practical guidance.

OBJECTIVES AND ACTIVITIES

CHAPTER is a charitable organisation which aims to help people of working age who currently have, or have in the past experienced, mental health problems, to return to employment, training or education. CHAPTER runs a series of projects which are intended to provide flexible and individualised programmes based on assessed needs. Working in partnership with a variety of funders it constantly strives to make the most efficient use of resources. It implements a series of policies and procedures, which cover most aspects of the organisation's operations in order to ensure good

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Trustees' Annual Report

Year ended 31st March 2010

OBJECTIVES AND ACTIVITIES *(continued)*

governance.

CHAPTER's work is heavily influenced by its values and principles which aim to enable people to:

- gain confidence, independence and self esteem
- to take responsibility for themselves
- to work to achieve their personal aims and goals
- improve their quality of life

CHAPTER has developed and continues to develop high quality services for people with mental health issues, and has incorporated into its work a commitment to promoting positive general health and well being. Increasingly the need to promote healthy living is one of the criteria for receiving funding from the Primary Care Trust (PCT) and CHAPTER has taken this seriously.

This is particularly important for people with a mental illness who often suffer with other long term conditions associated with lifestyle and the side effects of medication. CHAPTER plans to adopt the five ways to Health and Wellbeing developed by 'West Cheshire Together'. These are Connect, Be Active, Take Notice, Keep Learning and Give.

Anne Piercy, our Chief Officer has provided detail of CHAPTER's projects in her report, but basically, in our work with people with mental health problems we are concerned to provide for an age range from 16 upwards and to be as flexible and responsive to individual needs as possible within the context of helping people on the path towards employment and education.

STATEMENT OF PUBLIC BENEFIT

All charities are now required to demonstrate how they provide public benefit, in compliance with the Charity Commission's Guidance. The Trustees confirm that they have referred to the guidance and are confident that CHAPTER meets the criteria.

- The objects of the Charity in our Memorandum and Articles of Association are defined as Public Benefit.
- Our progress, including the number of beneficiaries, is reported in the Trustees' Annual Report.
- CHAPTER accepts referrals from statutory agencies, such as local authorities and primary care trusts, which deal with people with mental health problems.
- All potential service users are assessed to ensure that CHAPTER can support them in the appropriate way.
- Some of CHAPTER's services are supported entirely through charitable funds.
- All CHAPTER's services are free at the point of delivery to its clients.

PARTNERSHIP

CHAPTER works in partnership with other organisations wherever possible in the statutory and voluntary sectors. We are committed to responding to any plans that Statutory Services may have to outsource or put out to tender services with CHAPTER feels it could provide. However, without the infrastructure which large organisations have, CHAPTER is disadvantaged in accessing many potential funding streams including large tenders. CHAPTER continues to work closely with other third sector organisations.

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Year ended 31st March 2010

PARTNERSHIP *(continued)*

One of the disadvantages at the moment of the target driven funding initiatives is that some large organisations attract funding, but pass clients to CHAPTER who they can not help, but without any associated funding. A 'Payment by Results' funding culture can encourage 'cherry picking'.

ACHIEVEMENTS AND PERFORMANCE

The financial year 2009/10 witnessed a period of considerable stability in CHAPTER. The staff team did not change significantly, but three new part-time staff joined CHAPTER in January 2010. One of these, who was covering maternity leave for our Youth Worker, will be retained when the original Youth Worker returns from maternity leave, because of new funding. It has been encouraging to see all staff growing in confidence and commitment, headed up by their very competent Chief Officer.

Funding for the Gardening Project ceased in March 2009 and whilst CHAPTER was able to continue, the service, it was at a much reduced level; the loss of the polytunnel and lack of resources to employ an additional member of staff for the allotment were major factors. However, after a rigorous appraisal by the Henry Smith Charity, (which had hitherto supported the Gardening Project), they agreed to provide funding for a further three years and were prepared to support our plans to develop the Project, subject to certain conditions.

A successful bid from the Social Enterprise Investment Fund gave us the opportunity to undertake a thorough analysis of the opportunities for increasing our income. The outcome of this work convinced us that we were probably wise in exercising prudence and developing what we had rather than attempting to expand in a market where competitive services were in fact increasing, both in the voluntary sector and by other enterprises developing small businesses. The Gardening Project has provided a small income from the lawns services it provides for disabled and elderly people. Some local research has demonstrated that we could increase this market but dependent on additional staffing.

During 2009-10 an opportunity arose to take over a small wood working project (with effect from April 2010) initially run by the Local Authority as part of its Day Services for people with mental health problems. As Chairman of CHAPTER I would like to pay tribute to the clients and a former Local Authority employee in mental health services for their vision in attempting to develop this to become a self sufficient social enterprise called Wood 'n' Gardens. Their vision and commitment were exemplary in terms of effort, skill and enthusiasm for the concept. Sadly, without significant financial support, this was not to be. Initially CHAPTER supported them to develop independently, but eventually the only viable outcome appeared to be a formal link with CHAPTER.

CHAPTER was supported in this by the local MIND group which chaired a small steering group. By January 2010, negotiations were well advanced though additional finance was and will continue to be necessary to fully implement plans. Cheshire West and Chester Council provided a small capital grant and CHAPTER has inherited tools and other equipment from the existing project. Plans are to operate the Woodworking Project (still named Wood 'n' Gardens) in association with the Gardening Project, thus providing a work environment for our clients in gardening and woodworking. This is to be a user led project, using recycled materials and clients make items for sale to complement the Gardening Project such as garden furniture and ornaments. The Project, based in Wervin, will operate only three days a week, which is not economical, but additional funding is urgently required to allow five days operation.

A small grant from Children in Need will allow CHAPTER to continue working with the younger age group (from May 2010). This is with young people aged 16-18 with more severe problems, perhaps necessitating hospital admission. This project will be called 'Transitions'. Other funding for work with the younger age group has continued from our local PCT.

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ACHIEVEMENTS AND PERFORMANCE *(continued)*

The Well Being Project, funded by the Lottery through Groundwork and the Primary Care Trust continues, with funding until end of 2011. This work has been in Ellesmere Port, a condition of the grant, and related to tackling inequalities in health. CHAPTER has been part of a consortium of projects and has received considerable publicity. Monitoring and reporting demands, together with research, however, have been hugely disproportionate to the grant received, but is part of the PCT's commitment to the Well Being agenda; Health Promotion and Early Intervention.

The Volunteering England Project has been a huge success and thanks go to the staff involved who have been imaginative and hard working in recruiting and integrating volunteers into the work of CHAPTER. Two volunteers have been instrumental in developing CHAPTER's web site, which was long overdue. The problem is finding time to provide information to populate the site and keep it fresh. Funding for the Volunteering Project ends soon, and to date replacement funding has not been forthcoming.

Increasing competition for funding and the demands for more sophisticated monitoring information has obliged CHAPTER to develop more focussed outcome measures and increasingly to question the impact of our work with clients. It is encouraging to us that other agencies appreciate this and CHAPTER is recognised for the quality of the work undertaken. There are plans to make greater use of available software to assist CHAPTER in collecting and manipulating data, and one of our Trustees has committed time to help with this.

Staff and Trustees continue to meet jointly and there has been an increased understanding by Trustees of the work of CHAPTER and greater involvement of Trustees in the planning and decision making relating to the direction of developments, particularly through the various committees which include a dedicated support group for Wood 'n' Gardens which involves a Trustee and users.

The main priorities for 2009/10 were in maintaining quality services across the range of projects and ensuring a future for the Gardening Project and the Youth Project. It is pleasing to report that new funding has been acquired for 'Transitions' young people and the Gardening Project.

As set out in the Chief Officer's Report, CHAPTER received a total of 65 referrals in 2009/10 (compared to 66 in 2008/09). CHAPTER worked with a total of 214 clients compared with 218 clients in 2008/09. These numbers, including gender and employment history have not varied much over the last few years. In 2007/08 the total number was 227, suggesting decreasing numbers since then, but the reasons for the apparent drop may relate to complexity of clients referred and the development of projects elsewhere serving clients with less complex issues, hitherto referred to CHAPTER.

One such initiative is Improved Access to Psychological Therapies (IAPT). The Department of Health has invested resources in Primary Care (through PCTs) to increase access to Cognitive Behaviour Therapy (CBT) for people consulting their GPs with mild to moderate anxiety and depression. There is a requirement that, where appropriate, therapy should include supporting people to remain in work rather than 'go off sick' due to stress or to support unemployed people with anxiety and depression to return to employment. This initiative is ongoing and additional staff have been employed to assist in employment issues. The Department of Work and Pensions (DWP) has also employed specialised posts to assist with getting the long term sick back into employment. This is a welcome development. In reality this service does not cover the majority of clients referred to CHAPTER (who normally have more long standing mental health issues), and whilst some clients who may have been referred to CHAPTER in the past are being helped though IAPT, there is evidence that some primary care patients find their way to CHAPTER eventually. CHAPTER works with Primary Care Mental Health Workers in general practice and would like to provide more dedicated support if resources were available.

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ACHIEVEMENTS AND PERFORMANCE *(continued)*

Statistics associated with the Volunteering Project and work placements suggest that successful work and education placements continue to increase and there is evidence that extra time spent with CHAPTER clients, including use of volunteers, is a positive factor.

Again, additional staffing is really required to develop and support work placements and as the funding expenses for the Volunteering Project terminates in 2011, the challenge is to replace and indeed increase the funding relating to work placements and volunteering.

CHAPTER's accredited training modules continue to be an important aspect of what CHAPTER has to offer. The Board is grateful for the continued support from the Open College Network and also the local colleges and to the University of Chester from where CHAPTER recruits many volunteers.

Training for staff has continued as a priority within available resources and Trustees too have access to training.

A number of both staff and Trustees enjoyed a two day training event at Burton Manor in March 2010 which had a double function of enhancing learning and personal insights and team building.

On behalf of the Board of Trustees I wish to express my thanks to all project staff who show such commitment and loyalty to CHAPTER and carry very heavy work loads.

CHAPTER is represented on a range of local groups concerned with mental health issues and employment matters; The Mental Health Employment Forum; The Mental Health Alliance and the Western Cheshire Mental Health Forum. CHAPTER continues to receive a small fee for managing the accounts of the local Mental Health Forum.

The Trustees wish to pay tribute to the huge part played by our two administrative staff; the Administrator and the Finance Officer. In addition to supporting the day to day business of CHAPTER and the monitoring requirements of various funders, Wendy Nolan our Administrator supports the Board, and Sue Levy our Finance Officer prepares budgets, manages expenses and provides ongoing monitoring of CHAPTER's financial status to support our Honorary Treasurer. She is invaluable to CHAPTER in the preparation of funding bids.

COMMITTEES

All CHAPTER's Committees have been very active during 2009/10.

The Policy and Procedures Committee has been methodically working through policies and procedures, reviewing and updating them. This is very time consuming but the process itself is proving invaluable in relation to ensuring good practice and good governance.

The Personnel Committee has met three times to discuss staffing issues. There have been no disciplinary matters or complaints involving staff.

However, two volunteers involved in the mentoring programme raised a complaint concerning their assessment. This resulted in CHAPTER activating its procedures for dealing with such complaints. The process raised pertinent learning points for future practice.

Health and Safety issues have always been high on CHAPTER's agenda, but the Trustee with responsibility for this area of work has been working much more proactively with staff than hitherto. This has been a huge advantage in securing ownership and commitment.

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Trustees' Annual Report

Year ended 31st March 2010

COMMITTEES *(continued)*

With the extension of CHAPTER's telephone and IT systems, there are numerous safety issues to attend to. The small size of the office accommodation provides another challenge. CHAPTER also ensures there are staff trained in First Aid and dedicated first aiders. Regular Fire Drills take place.

The establishment of the Wood 'n' Gardens Project in Wervin has presented a great deal of work for the Health and Safety Officer and the new Project Worker. Additional insurance has been necessary and potential hazards have been identified and procedures agreed for staff and for clients. CHAPTER has the experience of the Gardening Project to draw on, but potentially dangerous tools and equipment in the workshop require structured work practices to ensure a safe working environment.

The Finance Committee has met several times. Its work has been vital in enabling the Board to take decisions about salaries, capital expenditure and grant applications within the context of the Organisation's past, present and likely future financial position. Whilst at the end of the 2009/10 financial year the financial picture is relatively healthy as the accounts demonstrate, the future funding for some projects is uncertain and will require considerable effort by the Chief Officer and Chairman..

The Fund Raising Committee has had a change of chairman and has met almost monthly during 2009/10 to keep pace with the chairman's plans and activities. The Fund Raising Committee is not responsible for obtaining grants for projects, but rather is tasked to raise extra and 'unrestricted' funding. Most grant funding is 'restricted', being tied to specific projects. The competition associated with raising extra resources is huge and as a small charity, CHAPTER has no dedicated fund raising staff. Mental Illness does not immediately capture the general public's sympathy or vote. Corporate funding, after some initial early success has not been successful this year, and apart from a generous donation from a local Rotary Club, the money which is raised arises largely from 'events' planned by the Committee. The exception to this has been the sale of jams, marmalades and chutney made and sold by the chairman of the Fund Raising Committee

The events held were a big band Supper Dance in April 2009 at the Guildhall; a Strawberry Cream Tea in June and a car boot sale in August. An attempt to hold a 'Chester Schools have got Talent' event to coincide with the re-opening of the refurbished Town Hall facilities failed due to lack of support from schools.

Whilst 'Friends of Chester' continues, Friends have not increased in number and the venture has not been very successful in increasing interest or awareness. Having said this, a few friends support CHAPTER regularly and our thanks go to them. Thanks also go to the owner of the Charity Shop in Ellesmere Port (now about to close) who has made regular donations to us. Likewise, donations are regularly made to CHAPTER from the customers of the Gardening Project in recognition of the excellent service provided by Graham Woods, the Project Manager and his team.

Our Company Secretary continues to provide the Board with sound advice and ensures we meet the requirements of the Charity Commission and Companies House.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Trustees' Annual Report

Year ended 31st March 2010

FINANCIAL REVIEW

CHAPTER maintains adequate controls over the assets of the Charity, which are regularly reviewed. The Charity has Restricted, Designated and Unrestricted funds as described in the accounts. The principal activity of the company during the year was that of education, training and retraining.

CHAPTER's financial position at the end of the financial year is satisfactory, the liquidity credit balance being £145,411, an increase of 35% over the previous year. However the short term nature of most of CHAPTER's funding means that it is essential that continuing efforts are made to obtain new sources of financial support in order to sustain and develop the work of the organisation. There is an urgent need to obtain funding for capital and revenue expenses associated with the Wood 'n' Gardens project, and to replace the funding for Volunteering, which terminates in March 2011. The future of the very important contribution to infrastructure costs including the Chief Officer Post has been renewed annually by the previous Local Authority, and was renewed for 2010/11. There is no certainty regarding 2011/12, and the promise of a rolling three year commitment to funding has never materialised. Likewise, there is no certainty in relation to the two grants received from the Primary Care Trust.

The Board would very much like to increase staff salaries which at the moment are at a stand still apart from an award for inflation.

As with any small charity, it will be important in this current economic climate for the Board to exercise extreme caution in expenditure and to protect its current staff and other liabilities

INDEPENDENT EXAMINER

Mitchell Charlesworth were appointed as Independent Examiner for 2009/10 and a further tendering exercise took place as reported at the 2009/10 AGM. Following this, an Extraordinary General Meeting was held and it was agreed that Mitchell Charlesworth should continue as CHAPTER's Independent Examiner.

FINANCIAL RESERVES STRATEGY

There has been no change to the Company's reserve Strategy. This is, that where possible, reserves are provided consistent with the ongoing objectives of the Charity so that negative fluctuations in funding do not have an immediate adverse impact on clients or staff. In addition, reserves are provided to make good any deficits from duly authorised projects.

PLANS FOR THE FUTURE

Each year the Board sets itself some plans or agrees actions for the future. Some can be realised fairly quickly, others take time.

Outstanding plans from 2008/09 and 2009/10 are commented on below.

2008/09

- The need for innovation and service development in response to changes in Health and Social Care.

Action This is ongoing.

- The need to move towards three year contracts with statutory services in line with the Government's commitment to partnership with the Third Sector.

Action In spite of promises of three year contracts to aid financial planning, these have not materialised either from the Local Authority or the PCT. The issue is ongoing. Longer term contracts would provide much needed stability.

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Year ended 31st March 2010

PLANS FOR THE FUTURE *(continued)*

- The need for succession planning.
Action Steps have been taken to address this, most noticeably in relation to the post of Company Secretary
- The need to find or finance help with fund raising in terms of applications for major grants.
Action No Success. This continues to fall to the Chief Officer and Chairman. There have been successes and disappointments, but the Chief Officer, Finance Officer and Chairman work well together.
- The need to promote CHAPTER and continue awareness raising.
Action There has been a programme of presentations and visits to other agencies and referrers which has been effective.
- The need to consider and prepare for a further Quality Assurance Mark.
Action This has not happened but the work of the Policy and Procedures Committee and the Health and Safety Committee will help towards this.
- The need to explore expansion across the footprint of our local Primary Care Trust, and Cheshire West and Cheshire.
Action Resources have not been available to do this, though CHAPTER is in touch with new developments which may impact on the organisation.

2009/10

- The need to produce a new Business Plan.
Action This is in hand.
- The need to develop the web site.
Action The web site is up and running and is receiving regular hits and consequent enquiries.
- The need to increase our marketing.
Action This has taken place as far as is possible given available resources and the need for caution in promising additional activity without additional resources.
- The need to refresh our publicity material.
Action This is taking place and CHAPTER now has a new logo and letterhead.
- The need to ensure we have user representation on the Management Board.
Action There are two users on the Board.
- The need to undertake a comprehensive review of all our projects and decide if any should change, cease to exist, or expand.
Action This is ongoing and there is now a greater understanding of the relationships between and interdependence of the various projects.
- The need to ensure funding is secure for all current projects we wish to retain.
Action This was achieved in 2009/10 apart from Wood 'n' Gardens, a new project, which because it is only partly funded can not function full time.

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Year ended 31st March 2010

PLANS FOR THE FUTURE *(continued)*

Plans for 2010/11

The major task for the forthcoming year is to secure funding for all projects, including new sources of funding projects for which funding ceases in 2011, and to explore alternative funding to replace statutory grants/contracts if these cease due to statutory agency cut backs.

CHAPTER will need, as part of its Strategic Business Plan to consider options should funding become tighter, thus putting projects, and hence our clients, at risk

On a more positive note, CHAPTER will continue to provide high quality and person centred services, and increase user involvement, particularly in the Gardening and Woodworking Projects.

Efforts will be made to increase staffing to address the need for more administrative help, marketing and publicity.

It will remain important for the Trustees and staff to continue to promote and develop what clients value in the way CHAPTER works, and not neglect this in pursuit of more easily acquired gains. In order to retain staff, a continued commitment to training and personal development will be important.

SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Registered office
Queens House
Queens Road
Chester
CH1 3BQ

Signed by order of the Trustees



Dr Roy Johnson
Company Secretary

1 OCT 2010

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Statement of Trustees' Responsibilities

Year ended 31st March 2010

The Trustees (who are also the directors of CHAPTER (West Cheshire) Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Mitchell Charlesworth

Chartered Accountants
24 Nicholas Street Chester

Independent Examiner's Report to the Trustees of CHAPTER (West Cheshire) Limited Year ended 31st March 2010

I report on the accounts of the charity for the year ended 31st March 2010 which are set out on pages 15 to 23.

Respective responsibilities of Trustees and examiner

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for the preparation of the accounts. The Trustees consider that an audit is not required for this year (under section 28 of the Charities Act 2006) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts (under section 43(3)(a) of the 1993 Act, as amended);
- follow the procedures laid down in the General Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act, as amended); and
- state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion is given on whether the accounts present a "true and fair view".

Mitchell Charlesworth

Chartered Accountants
24 Nicholas Street Chester

Independent Examiner's Report to the Trustees of CHAPTER (West Cheshire) Limited

Year ended 31st March 2010

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- 1 which gives me reasonable cause to believe that, in any material respect the Trustees have not met the requirements to ensure that:
 - proper accounting records are kept (in accordance with section 386 of the Companies Act 2006); and
 - accounts are prepared which agree with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Robert Hall FCA
Independent Examiner
24 Nicholas Street
Chester
CHI 2AU

1 October 2010

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

**Statement of Financial Activities (Incorporating the
Income and Expenditure Account)**

Year ended 31st March 2010

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2010 £	Total Funds 2009 £
Incoming resources					
Incoming resources from generating funds:					
Voluntary income	2	34,449	173,358	207,807	165,318
Activities for generating funds	3	15,293	—	15,293	13,781
Investment income	4	1,155	—	1,155	4,754
Total incoming resources		<u>50,897</u>	<u>173,358</u>	<u>224,255</u>	<u>183,853</u>
Resources expended					
Costs of generating funds:					
Charitable expenditure	5	(42,035)	(140,783)	(182,818)	(171,301)
Cost of fundraising	6	(1,524)	—	(1,524)	—
Governance costs	7	(228)	(1,531)	(1,759)	(1,628)
Total resources expended		<u>(43,787)</u>	<u>(142,314)</u>	<u>(186,101)</u>	<u>(172,929)</u>
Net incoming resources for the year/net income (expenditure) for the year					
		7,110	31,044	38,154	10,924
Reconciliation of funds					
Total funds brought forward		<u>28,198</u>	<u>79,058</u>	<u>107,256</u>	<u>96,332</u>
Total funds carried forward		<u>35,309</u>	<u>110,102</u>	<u>145,411</u>	<u>107,256</u>

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 17 to 23 form part of these financial statements.

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Balance Sheet

31st March 2010


	Note	2010 £	£	2009 £	£
Fixed assets					
Tangible assets	11		1,969		2,248
Current assets					
Debtors	12	9,800		2,476	
Cash at bank and in hand		170,678		127,269	
		180,478		129,745	
Creditors: Amounts falling due within one year	13	<u>(37,036)</u>		<u>(24,737)</u>	
Net current assets			143,442		105,008
Total assets less current liabilities			<u>145,411</u>		<u>107,256</u>
Net assets			<u>145,411</u>		<u>107,256</u>
Funds					
Restricted income funds	14		110,102		79,058
Unrestricted income funds	15		35,309		28,198
Total Charity funds			<u>145,411</u>		<u>107,256</u>

The Trustees are satisfied that the charity is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477(2), and that no member or members have requested an audit pursuant to section 476(1) of the Act. The Trustees acknowledge their responsibilities for:

- (i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

These financial statements were approved by the members of the Board on the ~~17. Aug 2010~~ and are signed on their behalf by:


Dr Roy Johnson

Company Registration Number: 3294547

The notes on pages 17 to 23 form part of these financial statements.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Notes to the Financial Statements

Year ended 31st March 2010

1. Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006.

Cash flow statement

The Trustees have taken advantage of the exemption in Financial Reporting Standard No 1 (revised) from including a cash flow statement in the financial statements on the grounds that the charity is small.

Incoming resources

All income including donations, grants, income from activities and interest received is recognised when it is received.

Fund accounting

Designated funds

CHAPTER has designated funds which are unrestricted funds set aside by the Trustees for specific purposes. The purpose of each designated fund is set out in note 15.

Restricted funds

CHAPTER also has restricted funds which have restrictions imposed by the donors and can only be used for the specific purposes as stated by the donor. The purpose of each restricted fund is set out in note 14.

Irrecoverable VAT

The charity is not VAT registered, all the expenditure is therefore recorded gross.

Resources expended

Expenditure is recognised when it is incurred and is recorded gross of related income on the following bases:

- Charitable expenditure comprises direct expenditure including direct staff costs attributable to its activities.
- Governance costs comprise those incurred as a result of constitutional and statutory requirements.

Fixed assets

All fixed assets are initially recorded at cost. All assets over £300 are capitalised.

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

1. Accounting policies (continued)

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Computer equipment - 25% straight line
Fixtures & fittings - 15% reducing balance
Motor vehicles - 25% straight line

2. Voluntary income

	Unrestricted Funds	Restricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£	£
Donations				
Donations - General	3,354	-	3,354	2,583
Friends of CHAPTER	25	-	25	330
Grants receivable				
Cheshire West & Chester Council				
Social Services	30,981	-	30,981	30,225
Western Mental Health Forum	-	1,040	1,040	1,038
Cheshire West PCT Youth Project	-	22,228	22,228	22,184
Connexions Youth Drama	-	795	795	-
Western Cheshire PCT	-	50,000	50,000	-
Wood n Garden Cheshire West & Chester	-	7,468	7,468	-
Big Lottery Youth Project	-	-	-	29,742
The Henry Smith Charity	-	21,500	21,500	21,100
Target Well Being (PCT)	-	21,197	21,197	19,686
Social Enterprise	-	9,620	9,620	745
Learning Together	-	2,510	2,510	3,400
Department of Health OFV Grant	-	36,000	36,000	34,000
Chester Voluntary Action	-	1,000	1,000	-
Other income				
Gift Aid refunds	89	-	89	285
	<u>34,449</u>	<u>173,358</u>	<u>207,807</u>	<u>165,318</u>

3. Incoming resources from activities for generating funds

	Unrestricted Funds	Restricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£	£
Fundraising events	2,140	-	2,140	-
Other income	1,342	-	1,342	1,463
Work Receipts Garden Project	11,811	-	11,811	12,318
	<u>15,293</u>	<u>-</u>	<u>15,293</u>	<u>13,781</u>

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

4. Investment income

	Unrestricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£
Bank interest receivable	1,155	1,155	4,754

5. Charitable expenditure

	Unrestricted Funds	Restricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£	£
Wages and salaries	32,325	101,815	134,140	130,140
Resource and materials	284	1,018	1,302	390
Van expenses	655	2,066	2,721	2,395
Client training	5,148	1,099	6,247	6,775
Trustees' travel expenses	76	422	498	-
Staff travelling	-	3,548	3,548	3,907
Recruitment	45	65	110	-
Office utilities	-	2,689	2,689	2,699
Copier hire	95	475	570	606
Printing, stationery and telephone	692	3,589	4,281	4,937
Travel and subsistence	-	4,748	4,748	2,714
WMHF other costs	-	1,089	1,089	1,135
Professional fees	35	2,775	2,810	2,110
Subscriptions	196	248	444	196
Sundry expenses	6	812	818	2,695
Depreciation	1,331	-	1,331	1,252
Staff training	66	308	374	1,902
VE Volunteer expenses	405	1,135	1,540	961
Rent	77	5,337	5,414	5,599
Insurance	-	1,932	1,932	823
TWB research costs	600	-	600	-
Wood n Gardens costs	-	5,614	5,614	-
Loss on disposal of asset	-	-	-	66
	<u>42,036</u>	<u>140,784</u>	<u>182,818</u>	<u>171,301</u>

6. Cost of fundraising

	Unrestricted Funds	Restricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£	£
Fundraising costs	1,524	-	1,524	-

7. Governance costs

	Unrestricted Funds	Restricted Funds	Total Funds 2010	Total Funds 2009
	£	£	£	£
Accountancy fees	228	1,531	1,759	1,628

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

8. Net incoming resources for the year

This is stated after charging:

	2010	2009
	£	£
Independent examiner's fee	1,150	1,035
Depreciation	<u>1,331</u>	<u>1,252</u>

9. Fund transfers

There have been no transfers between funds during the year.

10. Staff costs and emoluments

Total staff costs were as follows:

	2010	2009
	£	£
Wages and salaries	124,096	115,076
Social security costs	<u>10,044</u>	<u>9,385</u>
	<u>134,140</u>	<u>130,140</u>

No Trustee was remunerated or received any benefits during the year. During the year, a total of £625 was paid to Trustees relating to expenses reimbursed for postage, refreshments and travel claims.

Particulars of employees:

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2010	2009
	No	No
Number of direct charitable and management staff	<u>7.5</u>	<u>6</u>

No employee received emoluments of more than £60,000 during the year (2008 - Nil).

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

11. Tangible fixed assets

	Wood n Garden £	Computer Equipment £	Motor vehicles £	Fixtures & Fittings £	Total £
Cost					
At 1st April 2009	–	6,201	913	1,363	8,477
Additions	655	398	–	–	1,053
Disposals	–	–	–	–	–
At 31st March 2010	<u>655</u>	<u>6,599</u>	<u>913</u>	<u>1,363</u>	<u>9,530</u>
Depreciation					
At 1st April 2009	–	4,949	456	824	6,335
Charge for the year	131	890	228	82	1,331
Released on disposals	–	–	–	–	–
At 31st March 2010	<u>131</u>	<u>5,839</u>	<u>684</u>	<u>906</u>	<u>7,561</u>
Net book value					
At 31st March 2010	<u>524</u>	<u>760</u>	<u>229</u>	<u>457</u>	<u>1,969</u>
At 31st March 2009	–	1,252	457	539	2,248

12. Debtors

	2010 £	2009 £
Prepayments	2,770	2,035
Wood n Garden loan	1,000	–
Other debtors	6,030	441
	<u>9,800</u>	<u>2,476</u>

13. Creditors: Amounts falling due within one year

	2010 £	2009 £
Deferred income	32,797	20,255
Accruals	1,210	1,083
Other creditors	3,029	3,399
	<u>37,036</u>	<u>24,737</u>

Deferred income relates to a grant of £21,500 from The Henry Smith Charity, a Social Enterprise Grant of £9,635, a Connexions grant of £500 and Wood n Gardens CWAC grant of £1,162 all received during 2009-2010 but relating to 2010-2011.

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

14. Restricted income funds

	Balance at 1 Apr 2009	Incoming resources	Outgoing resources	Balance at 31 Mar 2010
	£	£	£	£
WMHF	8,881	1,040	(3,918)	6,003
Garden Project	–	21,500	(19,252)	2,248
Youth Project	51,000	24,023	(24,001)	51,022
Main Project	19,177	90,795	(59,143)	50,829
Department of Health OFV	–	36,000	(36,000)	–
	<u>79,058</u>	<u>173,358</u>	<u>(142,314)</u>	<u>110,102</u>

Western Mental Health Forum

This is a user and carer consultation group, the funding of which is managed by CHAPTER. Money was received from Western Cheshire PCT.

Garden Project

This provides for specialist training of people with more severe and enduring mental health problems. Money was received from The Henry Smith Charity, donations and work receipts.

Youth Project

This project is for clients aged 16-25 years old who wish to return to employment, education, training or retraining. Money was received from the Chester Voluntary Action, Connexions and Western Cheshire PCT.

Main Project

Money was received from Target Well Being (PCT), Learning Together Cheshire and Warrington, Western Cheshire PCT Engage and Move Forward, Cheshire West and Chester Council, and the Social Enterprise Fund.

Department of Health OFV

Money was received from the Department of Health OFV to run the Volunteers as Mentors Project under Volunteering England.

The charity has sufficient resources to enable each fund to be applied according to any designations/restrictions.

15. Unrestricted income funds

	Balance at 1 Apr 2009	Incoming resources	Outgoing resources	Balance at 31 Mar 2010
	£	£	£	£
Youth Project	2,105		(6)	2,105
Main Project	26,093	50,897	(43,781)	33,208
	<u>28,198</u>	<u>50,897</u>	<u>(43,787)</u>	<u>35,308</u>

Youth Project

This project is for clients aged 16-25 years old who wish to return to employment, education, training or retraining.

The charity has sufficient resources to enable each fund to be applied according to any designations/restrictions.

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Notes to the Financial Statements

Year ended 31st March 2010

16. Analysis of net assets between funds

	Tangible fixed assets	Net current assets	Total
	£	£	£
Restricted Income Funds:			
WMHF	—	6,003	6,003
Garden Project	—	2,248	2,248
Youth Project	—	51,022	51,022
Main Project	—	50,829	50,829
	<u>—</u>	<u>110,102</u>	<u>110,102</u>
Unrestricted Income Funds	1,864	33,444	35,308
Total Funds	<u>1,864</u>	<u>143,547</u>	<u>145,411</u>

17. Company limited by guarantee

The company is limited by guarantee and does not have share capital.

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Detailed Statement of Financial Activities

Year ended 31st March 2010

	2010	2009
	£	£
Incoming resources		
Voluntary income		
Donations - General	3,354	2,583
Friends of CHAPTER	25	330
Gift Aid refunds	89	285
Cheshire West & Chester Social Services	30,981	30,225
Western Mental Health Forum	1,040	1,038
Cheshire West PCT Youth Project	22,228	22,184
Connexions Youth Drama	795	-
Western Cheshire PCT	50,000	-
Wood n Garden West Cheshire & Chester	7,468	-
Big Lottery Youth Project	-	29,742
The Henry Smith Charity	21,500	21,100
Target Well Being (PCT)	21,197	19,686
Social Enterprise	9,620	745
Learning Together	2,510	3,400
Department of Health OFV Grant	36,000	34,000
Chester Voluntary Action	1,000	-
	<u>207,807</u>	<u>165,318</u>
Activities for generating funds		
Fundraising events	2,140	-
Other income	1,342	1,463
Work Receipts Garden Project	11,811	12,318
	<u>15,293</u>	<u>13,781</u>
Investment income		
Bank interest receivable	1,155	4,754
	<u>1,155</u>	<u>4,754</u>
Total incoming resources	<u>224,255</u>	<u>183,853</u>

**CHAPTER (WEST CHESHIRE) LIMITED
COMPANY LIMITED BY GUARANTEE**

Detailed Statement of Financial Activities

Year ended 31st March 2010

	2010	2009
	£	£
Resources expended		
Charitable expenditure		
Wages and salaries	134,140	130,140
Resource and materials	1,302	390
Van expenses	2,721	2,395
Client training	6,247	6,775
Staff travelling	3,548	3,907
Trustees' travel expenses	498	—
Recruitment	110	—
Office utilities	2,689	2,699
Copier hire	570	606
Printing, stationery and telephone	4,281	4,937
Travel and subsistence	4,748	2,714
WMHF other costs	1,089	1,135
Professional fees	2,810	2,110
Subscriptions	444	196
Sundry expenses	818	2,695
Depreciation	1,331	1,252
Staff training	374	1,902
VE expenses	1,540	961
Rent	5,414	5,599
Insurance	1,932	823
TWB research costs	600	—
Wood n Gardens costs	5,614	—
Loss on disposal of fixed asset	—	66
	<u>182,819</u>	<u>171,302</u>
Cost of fundraising		
Fundraising cost	1,524	—
Governance costs		
Accountancy fees	1,759	1,627
	<u>186,101</u>	<u>172,929</u>
Total resources expended		
	<u>186,101</u>	<u>172,929</u>
Net incoming resources for the year	<u>38,154</u>	<u>10,924</u>

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

It is with great pleasure that I present this report on the activities of CHAPTER (West Cheshire) Ltd for the period April 09 to March 10.

This year has presented many challenges for CHAPTER; in terms of new projects starting, increased competition for funding, and the development of many other employment support projects. CHAPTER continues to remain unique, however, as the only project in the area to deal exclusively with clients who have experienced mental ill health. It is a credit to all involved with the organisation that CHAPTER continues to develop, and provide a quality service.

Staffing

This period saw minor changes to the staff team: Cheryl Kenyon left to continue her career, and her role was taken over by Heather Critcher. Jayne Pengelly went on maternity leave in December 09, and her role was filled by Kerry Dilly. In January 2010 we were joined by Steve Cheng as a part-time development worker, and Jonathan Sharps as a part-time project worker. The rest of the team remain unchanged

Project Workers	Wendy Haywood, Cheryl Kenyon (to June 09), and Heather Critcher (from Sept 09)
Project Worker	Graham Wood (Gardening)
Youth Workers	Jayne Pengelly and Kerry Dilly
Placement Officer	Susan Sullivan
Administrator	Wendy Nolan
Finance Officer	Sue Levy
Development Worker	Steve Cheng (from Jan 10)
Project Worker	Jonathan Sharps (from Jan 10)

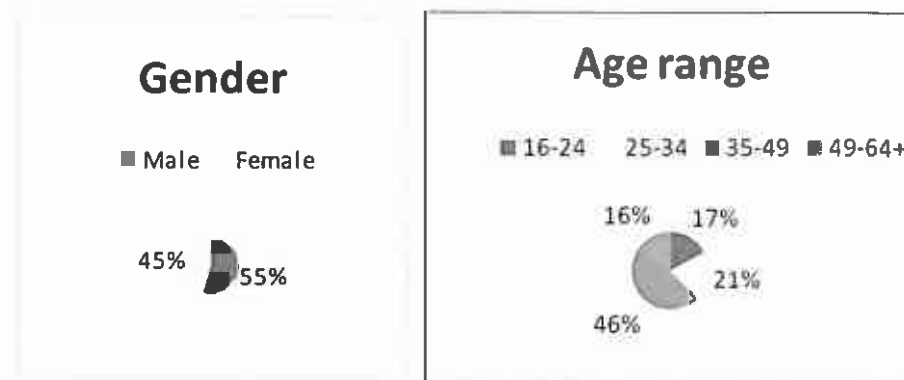
I would like to thank all the staff for their hard work and continued support during this year, as their commitment and professionalism are unrivalled.

Referrals

During the period April 2009 to March 2010 CHAPTER received a total of 65 referrals. Of these, 41 went on to engage with our service and become CHAPTER clients. 87% of referrals received were from workers within health or social services - secondary care. 92% of referrals were responded to within one week.

Profile of Clients

CHAPTER provided a service to a total of 214 clients during this year. 55% of clients were male, 45% were female, and 83% were aged between 25 and 64 years old.



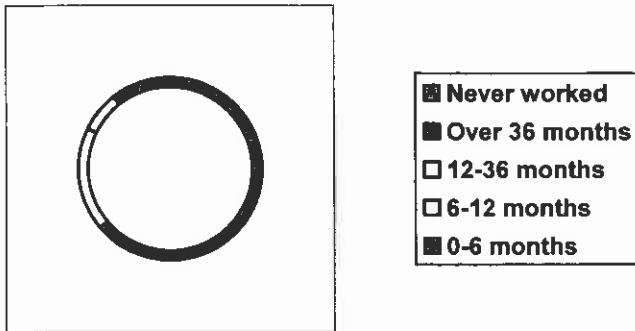
CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

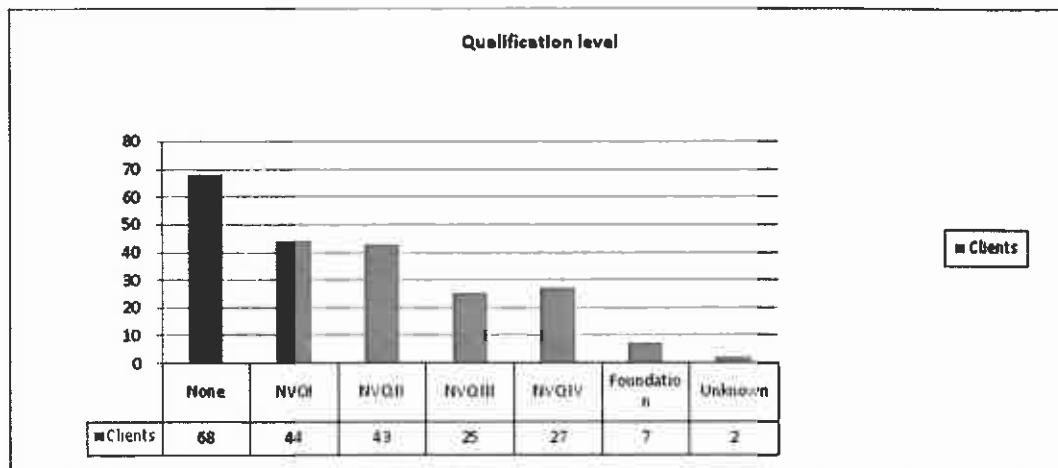
As in previous years, the majority of clients joining CHAPTER have been out of work for at least a year before commencing our programme; and 54% have been out of employment for over three years, or had never been in employment, when they first contacted CHAPTER. This lack of work experience is a testament to the need for the work we do, and means the provision of work experience placements is still vital.

Time unemployed when referred



Qualification levels of Clients joining CHAPTER

Additionally, many Clients who join CHAPTER either have no qualifications, or qualifications below NVQ level 1. The work we do in delivering our own OCN accredited qualifications can be a valuable first step in the return to learning for our clients and, when combined with our links to local main stream education, provides our clients with greater achievement levels.



The CHAPTER Programme

Programme	Description	Numbers
Main Project	Clients aged 26-64 years old who wish to return to employment, education, training or retraining	125
Youth Project	Clients aged 16-25 years old who wish to return to employment, education, training or retraining	35
Gardening Project	Supported work and training using gardening activities for practical experience	11

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

Wellbeing	As main programme, but including efforts to encourage improved client physical health (restricted to Ellesmere Port)	50
Volunteers as Mentors	Clients who engage in voluntary work in a health or social care setting, and/or receive additional support from a trained volunteer mentor	28
Support	Clients who have achieved their objectives and have left our active caseload, but still wish to receive ongoing support	43

The above figures are higher than the number of clients supported during the year, as many clients are now engaging in more than one activity.

At CHAPTER, we treat all clients as individuals with individual needs and aspirations. We therefore provide each client with an individually designed and flexible pathway, rather than forcing them onto a prearranged schedule of activities.

The main framework of the CHAPTER programme is as follows, and each element can be accessed by clients on any of the individual projects:-

- Stage 1 is an initial assessment, and the development of an action plan, which includes an audit of both hard and soft skills.
- Clients are encouraged to join group work activity to develop identified soft skill requirements.
- Depending on their needs, clients undertake education courses, work, or voluntary experience placements.
- Continued support is available; and action planning and reviews take place along with the development of personal portfolios, CV preparations and assistance with application forms.
- When a client reaches the point of looking for paid work, CHAPTER liaise closely with organisations such as In Training and the Employment Service to provide ongoing support for our clients, and maximise job opportunities.
- Support from CHAPTER continues for as long as it is required, once a client's goals have been achieved.

New Projects

Wood 'n' Gardens

This was a user led initiative that CHAPTER took under its wing in January 2010, providing supported work experience producing garden furniture

Engage and Move Forward

This project was funded by the PCT, to engage difficult-to-reach clients, and provide additional support to help them meet their goals. Clients can engage in all of CHAPTER's activities.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

Existing Projects

The Youth Project

The programme has been devised specifically for our younger clients between the ages of 16-25 years, supported by dedicated youth workers. The project provides more intensive support and action planning, to assist the young clients in their journey through the CHAPTER programme. Young adults continue to complete a module that has been developed and accredited through the Open College Network, which enables this client group to recognise their developmental needs, address their own personal obstacles to progress, and develop coping skills to deal with problems as they occur. All clients below the age of 25 undertake this training, which is delivered by means of both group and one-to-one work. The last year has seen an increase in Drama as a means to develop confidence, and resulted in a DVD being produced called "Little Red Hoodie", about the difficulties of mental ill health.

The Moving On Project

This continues to be an integral part of our programme, and enables our clients to develop employment related skills such as confidence development, communication and interpersonal skills, building a personal portfolio, working with others, following their personal learning pathway, and work experience.

Whilst we have continued interest from clients in attaining these modules; lack of dedicated funding to pay enrolment fees means that a lower number of clients than previously are entered for accreditation with the Open College Network.

The Gardening Project

This project continues to provide realistic work experience for our client group, as well as providing a valuable lawn cutting service to our local elderly and disabled population. Income generated from this project is used to provide some permitted earnings for the clients who assist on this project. The allotment provides voluntary experience and training for clients who wish to move on to the lawn cutting service.

The need for this project continues to exist both in terms of our clients' need for supported work opportunities, and our customers' need for an honest, reliable, and affordable service. Additional funding for this project was received from the Henry Smith Foundation

We are extremely grateful to Graham Wood and all the clients who work extremely hard on this project, making it a continued success.

Volunteer England, Volunteers as Mentors

The second year of this project has been extremely successful; and once again, in the Project's three main strands, CHAPTER has over-achieved on all Year Two targets.

- The total time volunteered by external volunteer mentors was 904 hours. This is the equivalent of a full time staff member working 24 ½ weeks
- The total time volunteered by clients trained as Peer Mentors was 326 hours, which is equivalent to a full time post for almost 9 weeks.
- The total time that voluntary work was carried out, in social care settings, by clients as a result of engaging with this project was 3,319 hours. This is equivalent to almost 90 weeks of full time work, provided by our clients to the wider community.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

Work Placements

During this period, 50 new work placements were established; and in total, we supported 79 work placements that took place in many different settings from retail to industry, and business to community groups. We are extremely grateful to all our past, present, and future placement providers who support our clients. Placement providers include:

NCH Chester
Guilders Books
Countess Chester Hospital
Warren Wood Cattery
Boat Museum
Zavvi
Cheshire Archives
Dial House
Ethel Austins
Bowmere Hospital
Help the Aged
Debenhams
Hospice of the Good Shepherd
Bill Smith Motors
Carols Florist
BHF

Education

During this year 52 clients have engaged in educational courses, ranging from mainstream education, up to and including Level 4 courses and In House Open College Courses. We are grateful to West Cheshire College and the Open College Network for their continued support and partnership.

External Partners

CHAPTER continues to make new links with other local voluntary and community organisations, in addition to maintaining links with statutory Health and Social Care providers.

Equal Opportunities

As in previous years, the project has seen a slight imbalance in the number of males and females on the caseload, with approximately 55% being male.

In terms of ethnic representation, only 2% of our clients count themselves as being of non-white origin. Whilst we continue to monitor this percentile, it appears to be in line with local population figures.

Clients presenting with physical and other disabilities continue to be supported by means of individually arranged provisions.

Applications for paid posts with CHAPTER were predominantly female (75%), and this was reflected in the number of those interviewed.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2010

Health and Safety

There were no Health and Safety issues during this year; and in line with 'best practice' all clients receive health and safety advice at the start of any work placement.

Office and equipment

The office base remains at Queens House, Queens Road, Chester.
During this period, our website has been activated and we have had many enquiries about our work as a result of this.

In conclusion

I would like to thank all the Board members for their continued support of CHAPTER and the enormous amounts of hard work they do behind the scenes. I would also like to take this opportunity to thank all the clients of CHAPTER for their continued support of the CHAPTER team.

CHAPTER continues to develop and stay abreast of both client need and the changing environment in which we deliver our service. The period of April 2009-2010 proved to be both a difficult and a rewarding time; with new ventures beginning, and more established projects being redefined. I am pleased to report that, due to the dedication of all involved, we were able to continue to deliver a professional service, and to develop new projects. The whole team looks forward to the future, and continues to explore avenues for development.

**Anne M Piercy
Chief Officer
2010**