

**CHAPTER (WEST CHESHIRE)
LIMITED**

COMPANY LIMITED BY GUARANTEE

**TRUSTEES' REPORT AND
INDEPENDENTLY EXAMINED ACCOUNTS**

**for the year ended
31st March 2011**

**Company Registration Number 3294547
Charity Number 1072395**

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Message from the Chairman

Yet another year has gone by since CHAPTER's last Trustee's Report and Accounts, and it is my pleasure to present the Annual Report for 2010/11, which is CHAPTER's twentieth year of operation. It was founded in 1991 as a community project, registered as a Company Limited by Guarantee in 1996 and registered as a Charity in 1998.

I have held the post of Chairman for 10 years since 2001/02 but have been familiar with CHAPTER's operations since its inception. It so happens that as a member of the erstwhile Social Services Inspectorate, I managed the national funding Programme - 'The Mental Illness Specific Grant' (MISG) which was made available to Local Authorities to develop community based mental health services. It was from the grant to Cheshire that the project was funded originally. I have been proud to have been associated with CHAPTER for so long, but it is time to hand over responsibility.

So this is my last report, and I am handing over to John Dunkerley who will be taking over the role of Chairman of the Board of Trustees. We are keeping it in the family, as it were as it was John's wife Dinah who was the first Chairman of the group which set up CHAPTER and she still continues as Professional Advisor. John has been a Trustee with CHAPTER since 2008/09 and brings with him a range of skills and knowledge which the Board is confident will continue to enhance the work of CHAPTER. As retiring Chairman I wish him well into the future. I will be remaining on the Board as Trustee and will give him my full support.

This is not the only change happening. Our Company Secretary Dr Roy Johnson, who has steered CHAPTER so ably since 1997/98 is resigning, and passing over the reins to a new Company Secretary. CHAPTER has been privileged in having Roy as Company Secretary for so long. He has given his time unstintingly and been unfailingly conscientious, patient, helpful, and forward thinking in his support to CHAPTER. We are fortunate that Roy will remain as a Trustee. Our new Company Secretary Paul Moores is already, as a co-opted member of the Board, beginning to acquaint himself with his new role and wishes to join the Board as a Trustee.

Also, our Honorary Treasurer, Marlon Armstrong, who took the position in 2005/06, left us this financial year due to pressures of work, promotion and family responsibilities. He did excellent work for CHAPTER, and taught the Board a lot about financial matters. He and CHAPTER's Finance officer were an excellent team. He will be missed.

In relation to Trustees, two are leaving us. Both have been with us for five years. Marion Needham has given CHAPTER excellent advice on Personnel Matters and Governance, and under her direction we now have a full set of upgraded policies and procedures to guide CHAPTER. We will miss her wisdom and clear thinking. The second Trustee who is leaving us is David Clements who gave a great deal of his time on fund raising, and chaired a fund raising committee for more than two years. He then gave us the benefit of his Health and Safety experience in setting up systems and a programme of inspections for CHAPTER's work, including the Wood 'n' Gardens workshop. We will miss David.

We are fortunate that we have four new members, who will be joining the Board as Trustees following the AGM, and Tom Parry, who has been a co-opted member, will be joining the Board as a Trustee.

It is difficult not to offend somebody by omission, and all our staff are important and valuable, but as retiring Chairman I must make special reference to our Gardening Project Manager Graham Wood who has been with CHAPTER for many years. Graham's dedication to CHAPTER, his knowledge and his popularity with our clients and customers has been a huge asset to CHAPTER. He retired as Project Manager this year. We are grateful for all his work for CHAPTER. We were fortunate in appointing a successor for Graham, but hope that we will still have some advice from Graham.

The year has brought about changes in Local Authority structures, new procedures, and new officers with whom we had to negotiate. In addition, we are just beginning to become familiar with the far reaching changes in the health service, particularly in relation to Commissioning.

Looking back over the years, CHAPTER has retained its grants from the Local Authority and the PCT and continues to hold a respected and central role in the voluntary sector for its services in mental

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Message from the Chairman *(continued)*

health. In the last ten years it has grown considerably. The requirement to find new funding, and replacement funding for projects continues. The recession is biting harder, unemployment is rising, and cuts in public expenditure for people with long term needs will demand even more of the voluntary sector.

In this context it is encouraging to be part of a network of Mental Health Third Sector Organisations and to be able to link in with our local Chester Voluntary Action (CVA) and the Third Sector Assembly, which over the last year have been instrumental in building partnerships with the Cheshire West and Chester Council and in developing partnerships with local businesses.

My thanks go to Trustees, staff and the volunteers for all their hard work and support. It has been a privilege to serve with so many dedicated people for ten years. The year ahead will undoubtedly bring fresh challenges to those already faced this year, but I am sure that the skills and commitment of the whole team will find ways forward.

My final thanks go to Anne Piercy our Chief Officer whose responsibilities have grown from year to year and who so obviously embodies all that is valued by our clients in her dedication and commitment to CHAPTER.

Maire J Gibson
Chairman
September 2011

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Financial Statements

Year ended 31st March 2011

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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 2011

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 2011.

REFERENCE AND ADMINISTRATIVE DETAILS

Reference and administrative details are shown on page 1 of the Trustees' Report and Independently Examined Accounts.

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	
Margaret Ainslie	
John Dunkerley	
Susan Kettle	

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure

The Trustees are also Directors of the Charitable Company for the purposes of the Companies Act. The Trustees in presenting their annual report and financial statement for the Charitable Company confirm that they comply with the current statutory requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in 2005.

Governance

CHAPTER (West Cheshire) Limited is registered as a company limited by guarantee No 3294547 and as a charity No 1072395. It is governed by its Memorandum and Articles of Association dated 19th December 1996.

Management

Overall direction and supervision of the activities of CHAPTER are exercised by a Management Board which during 2010-11 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 2011

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 and Neston. 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.

Board Members monitor the balance of skills and experience of the Board, and seek 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

PUBLIC BENEFIT

From 1 April 2008, the Charities Act 2006 required all charities to meet the legal requirement that its aims are for the public benefit. The Charity Commission in its 'Charities and Public Benefit' Guidance states that an organisation's aims are for the public benefit.

Firstly there must be an identifiable benefit, and secondly, that the benefit must be to the public or a section of the public. 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.

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Trustees' Annual Report

Year ended 31st March 2011

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 the current year in developing practical guidance. In this financial year the Board has reviewed its insurance cover and consolidated this into one policy. It has also reappraised the proceedings for the handling of money within the Gardening and Woodworking Projects.

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 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 a variety of resources, including the Primary Care Trust (PCT).

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 adopted the five ways to Health and Wellbeing developed by 'West Cheshire Together'. These are Connect, Be Active, Take Notice, Keep Learning and Give. This was endorsed at the 2009/10 Annual General Meeting.

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.

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 which come within CHAPTER's remit. However, without the

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Trustees' Annual Report

Year ended 31st March 2011

PARTNERSHIP *(continued)*

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. This is increasing locally and CHAPTER is committed to working jointly with others to access grants and contracts.

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'.

The ever changing Welfare Benefits system and new organisations entering the market to provide services for the Department of Work and Pensions (DWP) presents what can be a confusing situation for clients and Third Sector organisations alike. Much time has been spent in this financial year in clarifying and supporting clients through changes in the system.

ACHIEVEMENTS AND PERFORMANCE

The financial year 2010/11 witnessed a period of considerable stability in CHAPTER. The staff team did not change significantly.

A grant from 'Children in Need' funded a new project for Young People called Transitions. This has widened our work with children with more serious mental health problems, including those in the Partnership Trust's Tier 4 services. It also includes some children hospitalised in Chester whose homes are in other parts of Merseyside. We are hopeful that additional funds can be obtained when current funding ceases as the more seriously ill children benefit from contact with an outside agency. The project has brought CHAPTER in contact with national Young Minds who had a national grant to work with more seriously ill children.

The Gardening Project was able to flourish again with funding from The Henry Smith Charity. This allowed CHAPTER to re-establish its polytunnel, on rented land in Mickle Trafford, rent a further allotment, and utilise a vacant polytunnel at the Mulberry Centre and work in partnership with the Mulberry Centre. A new member of staff to succeed our Gardening Project Manager was appointed in March 2011. The lawn and garden maintenance work provided a service for 125 of our local elderly and disabled population, and income generated provides permitted earnings for our clients and realistic work experience.

Linked to the Gardening Project, the Wood 'n' Gardens Project opened for three days a week producing wooden garden furnishings and providing work experience for clients.

A successful bid from the Social Enterprise Investment Fund had given 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. We are grateful for the research undertaken by this member of staff.

The plan is for the Gardening Project and the Wood 'n' Gardens Project to work together and generate more income from growing produce and making wooden artefacts. To this end CHAPTER has established a dedicated 'Provider Committee' led by one of our trustees, including staff and users to develop this part of the business.

In its first year of operation the Wood 'n' Gardens Project had funding to operate three days a week and generated an income of over £3,000. Likewise, a grant from the Henry Smith Charity allowed CHAPTER to make use of two polytunnels and we are hopeful that this will generate more income.

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ACHIEVEMENTS AND PERFORMANCE *(continued)*

We were fortunate also in receiving a grant from the Primary Care Trust (PCT) Chairman's 'Discretionary Fund' to assist us in securing a more sustainable future for the two projects.

The Well Being Project, funded by the Lottery through Groundwork and the Primary Care Trust continues, with funding until end of December 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.

This year was the final year of the Volunteering England Project. It 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 further developing CHAPTER's web site. The problem is staff finding time to provide information to populate the site and keep it fresh. Further funding for the Volunteering Project has not been forthcoming, which is a great loss to CHAPTER.

Our thanks are due to a substantial number of volunteers who have contributed greatly to the work of CHAPTER, and there is evidence that there are people prepared to assist, but funding for both expenses, and for staff time to support volunteers who are engaged in mentoring is required.

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.

The main priorities for 2009/10 were in maintaining quality services across the range of projects and ensuring a future for the Gardening and Woodworking Projects and the Youth Project. It is pleasing to report that this has now been achieved. Additional money was obtained from Lloyds TSB to provide funding for a part time Project Worker for Wood 'n' Gardens.

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 terminated in March 2011. The challenge is to replace and indeed increase the funding relating to work placements and volunteering.

As set out in the Chief Officer's Report, and comparing this with earlier reports, it has become clear that the number of CHAPTER clients does not vary much from year to year, but does show a steady increase. This year there was a total of 223 registered clients as opposed to 214 in the previous financial year. Gender, age and employment history has not varied much.

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 Open Awards (formerly 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.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

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Year ended 31st March 2011

ACHIEVEMENTS AND PERFORMANCE *(continued)*

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 handle and administer the grant for 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. The Board would wish to acknowledge the work of all staff and their commitment, professionalism, and their loyalty to CHAPTER. They work very much as a team, supporting each other, and all carry heavy workloads.

COMMITTEES

All CHAPTER's Committees have been very active during 2010/11.

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 twice to discuss staffing issues. There have been no disciplinary matters or complaints involving staff.

Issues for the **Health and Safety Committee** 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. With the extension of CHAPTER's telephone and IT systems, there were 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 presented considerable work for the Health and Safety Officer (a Trustee) 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 2010/11 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 the Board to maintain all projects. Uncertainties, particularly in relation to Health funding are an issue in the future because it is not clear what role the Clinical Commissioning Group will play, and whether the commitment to Integrated Commissioning between Adult Services and Health will affect the decision making process. It is important that the Chief Officer and the Board maintain the good relationships it has established currently with the statutory organisations.

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Trustees' Annual Report

Year ended 31st March 2011

COMMITTEES *(continued)*

Personalised budgets, increased outsourcing of service provision are opportunities for CHAPTER to increase its funding streams. The cut back of day provision for long term mental health users offer opportunities for use of CHAPTER's re-enablement facilities (soft skills development, training, woodwork, gardening etc) but CHAPTER will need to market its services. Likewise CHAPTER's training in mentoring and supporting could well be marketed further.

The **Fund Raising Committee** had a change of chairman and met almost monthly during the first six months of 2010/11. 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. It is appropriate to note the enthusiasm and good nature of the Chairman of the Fund Raising Committee and her ingenuity in exploring new ways of raising money. 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.

A stall at a local social event raised some money, but a planned Supper Dance at the Guild Hall had to be cancelled because of lack of support.

Valiant efforts by a number of Trustees and volunteers to collect money outside supermarkets were rather disappointing. At times CHAPTER was in competition with other fund raisers. However CHAPTER now owns a range of white tee-shirts with our logo.

A further attempt to revitalise the 'Friends of CHAPTER' took place this financial year, but the response was very minimal and the Board took the decision that this was not worth the effort and expense of writing letters and circulating information.

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 £188,198, an increase over the previous year. However the short term nature and uncertainty 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.

The Board would very much like to increase staff salaries which at the moment are at a stand still. Staff have not had an award for inflation this year.

FINANCIAL RISK

- The main risks are that grants which fund the main components of CHAPTER can not be secured on a long term basis.
- Further risks relate to possible increases in rent or service charges.

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 2010/11 and a resolution will be put before the Annual General Meeting regarding future Independent Examiner.

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Trustees' Annual Report

Year ended 31st March 2011

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 2009/10 and 2010/11 are commented on below.

2009/10

- The need to produce a new Business Plan.
Action This has been produced.
- 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 the Gardening Project. In 2010/11 part funding for Wood 'n' Gardens was obtained.

2010/11

- The major task for the 2010/11 was 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.
Action At the end of the financial year all existing projects had a dedicated funding stream but the Target Well Being funding is about to finish. CHAPTER was successful in getting funding from Lloyds TSB and the BBC Children in Need fund.

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Year ended 31st March 2011

PLANS FOR THE FUTURE *(continued)*

- 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
Action This is ongoing. An example is the establishment of a Provider Arm covering the garden Project and Wood 'n' Gardens, led by a Trustee.
- 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.
Action This is ongoing.
- Efforts will be made to increase staffing to address the need for more administrative help, marketing and publicity.
Action No funds available to allow this.
- 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.
Action This has remained a priority and work for renewing 'Investors in People' put in train.

Plans for 2011/12

- Continued work will be undertaken on reviewing and improving our IT systems.
- Continued work will be invested in improving the use of IT for data collection, monitoring and networking.
- CHAPTER will work to improve the environment for the Wood 'n' Gardens Project and build up its facilities.
- Continued work on improving the marketing for the Gardening and Woodworking Projects and exploiting their linkages.
- CHAPTER will review its committee structure and Trustee roles.

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

Paul Moores
Company Secretary

Date 11 October 2011

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Statement of Trustees' Responsibilities

Year ended 31st March 2011

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 2011

I report on the accounts of the charity for the year ended 31st March 2011 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 2011

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
CH1 2AU

11 October 2011

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

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

Year ended 31st March 2011

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Incoming resources					
Incoming resources from generating funds:					
Voluntary income	2	37,649	208,642	246,291	207,807
Activities for generating funds	3	17,064	–	17,064	15,293
Investment income	4	954	–	954	1,155
Total incoming resources		<u>55,667</u>	<u>208,642</u>	<u>264,309</u>	<u>224,255</u>
Resources expended					
Costs of generating funds:					
Charitable expenditure	5	(29,303)	(189,709)	(219,012)	(182,818)
Cost of fundraising	6	(345)	–	(345)	(1,524)
Governance costs	7	–	(2,045)	(2,045)	(1,759)
Total resources expended		<u>(29,648)</u>	<u>(191,753)</u>	<u>(221,402)</u>	<u>(186,101)</u>
Net incoming resources for the year/before transfers		26,019	16,889	42,907	38,154
Transfer between funds	9	4,842	(4,842)	–	–
Net incoming resources for the year		30,861	12,047	42,907	38,154
Reconciliation of funds					
Total funds brought forward		<u>35,309</u>	<u>110,102</u>	<u>145,411</u>	<u>107,256</u>
Total funds carried forward		<u>66,169</u>	<u>122,149</u>	<u>188,318</u>	<u>145,411</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 16 to 22 form part of these financial statements.

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

Balance Sheet

31st March 2011

	Note	2011 £	£	2010 £	£
Fixed assets					
Tangible assets	11		4,956		1,969
Current assets					
Debtors	12	2,911		9,800	
Cash at bank and in hand		226,864		170,678	
		<u>229,775</u>		<u>180,478</u>	
Creditors: Amounts falling due within one year	13	<u>(46,413)</u>		<u>(37,036)</u>	
Net current assets			183,362		143,442
Total assets less current liabilities			<u>188,318</u>		<u>145,411</u>
Net assets			<u>188,318</u>		<u>145,411</u>
Funds					
Restricted income funds	14	122,149		110,102	
Unrestricted income funds	15	66,169		35,309	
Total Charity funds		<u>188,318</u>		<u>145,411</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 11 October 2011 and are signed on their behalf by:

.....
Paul Moores

Company Registration Number: 3294547

The notes on pages 16 to 22 form part of these financial statements.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Notes to the Financial Statements

Year ended 31st March 2011

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 2011

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 2011	Total Funds 2010
	£	£	£	£
Donations				
Donations - General	4,108	–	4,108	3,354
Friends of CHAPTER	40	–	40	25
Grants receivable and Contracts				
Cheshire West & Chester Council				
Social Services	30,981	–	30,981	30,981
Western Mental Health Forum	–	1,040	1,040	1,040
CWAC Member Budget Fund	2,403	–	2,403	–
Western Cheshire PCT Youth Project	–	22,228	22,228	22,228
Connexions Youth Drama	–	500	500	795
Western Cheshire PCT	–	50,000	50,000	50,000
Wood n Garden Cheshire West & Chester	–	1,162	1,162	7,468
The Henry Smith Charity	–	43,500	43,500	21,500
Target Wellbeing (PCT)	–	21,114	21,114	21,197
Social Enterprise	–	9,635	9,635	9,620
Learning Together	–	–	–	2,510
Lloyds TSB Foundation Grant	–	5,464	5,464	–
Department of Health OFV Grant	–	35,000	35,000	36,000
Chester Voluntary Action	–	–	–	1,000
BBC Children in Need – Transitions	–	17,125	17,125	–
Western Cheshire PCT – Chairman’s Fund	–	1,874	1,874	–
Other income				
Gift Aid refunds	117	–	117	89
	<u>37,649</u>	<u>208,642</u>	<u>246,291</u>	<u>207,807</u>

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

Notes to the Financial Statements

Year ended 31st March 2011

3. Incoming resources from activities for generating funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Fundraising events	–	–	–	2,140
Other income	1,609	–	1,609	1,342
Work Receipts Garden Project	12,021	–	12,021	11,811
Polytunnel Income	244	–	244	–
Wood n Gardens sales	3,190	–	3,190	–
	<u>17,064</u>	<u>–</u>	<u>17,064</u>	<u>15,293</u>

4. Investment income

	Unrestricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Bank interest receivable	954	954	1,155

5. Charitable expenditure

	Unrestricted Funds £	Restricted Funds £	Total Funds 2011 £	Total Funds 2010 £
Wages and salaries	19,997	141,149	161,146	134,140
Resource and materials	–	3,533	3,533	1,302
Van expenses	–	3,135	3,135	2,721
Client training	4,886	1,205	6,091	6,247
Trustees' travel expenses	152	163	315	498
Staff travelling	–	4,384	4,384	3,548
Recruitment	–	–	–	110
Office utilities	–	4,978	4,978	2,689
Copier hire	73	499	572	570
Printing, stationery and telephone	535	5,392	5,927	4,281
Travel and subsistence	–	6,643	6,643	4,748
WMHF other costs	–	1,025	1,025	1,089
Professional fees	–	2,066	2,066	2,810
Subscriptions	32	336	368	444
Sundry expenses	54	717	771	818
Depreciation	1,627	–	1,627	1,331
Profit on disposal of asset	(287)	–	(287)	–
Staff training	–	453	453	374
VE Volunteer expenses	–	733	733	1,540
Rent	1,297	10,669	11,966	5,414
Insurance	411	1,859	2,271	1,932
TWB research costs	–	–	–	600
Wood n Gardens costs	526	770	1,295	5,614
	<u>29,303</u>	<u>189,709</u>	<u>219,012</u>	<u>182,818</u>

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

Notes to the Financial Statements

Year ended 31st March 2011

6. Cost of fundraising

	Unrestricted Funds	Restricted Funds	Total Funds 2011	Total Funds 2010
Fundraising costs	<u>345</u>	<u>–</u>	<u>345</u>	<u>1,524</u>

7. Governance costs

	Unrestricted Funds	Restricted Funds	Total Funds 2011	Total Funds 2010
Accountancy fees	<u>–</u>	<u>2,045</u>	<u>2,045</u>	<u>1,759</u>

8. Net incoming resources for the year

This is stated after charging:

	2011	2010
	£	£
Independent examiner's fee	1,225	1,150
Depreciation	<u>1,627</u>	<u>1,331</u>

9. Fund transfers

The transfer of £4,842 between funds relates to assets purchased from restricted funds but being for restricted and unrestricted use.

10. Staff costs and emoluments

Total staff costs were as follows:

	2011	2010
	£	£
Wages and salaries	149,805	124,096
Social security costs	<u>11,341</u>	<u>10,044</u>
	<u>161,146</u>	<u>134,140</u>

No Trustee was remunerated or received any benefits during the year. During the year, a total of £1,280 (2010 - £625) was paid to Trustees relating to expenses reimbursed for postage, refreshments, travel claims and asset purchases.

Particulars of employees:

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

	2011	2010
	No	No
Number of direct charitable and management staff	<u>7.5</u>	<u>7.5</u>

No employee received emoluments of more than £60,000 during the year (2010 - Nil).

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

Notes to the Financial Statements

Year ended 31st March 2011

11. Tangible fixed assets

	Wood n Garden £	Computer Equipment £	Motor vehicles £	Fixtures & Fittings £	Total £
Cost					
At 1st April 2010	655	6,599	913	1,363	9,530
Additions	1,674	330	2,000	838	4,842
Disposals	–	–	(913)	–	(913)
At 31st March 2011	<u>2,329</u>	<u>6,929</u>	<u>2,000</u>	<u>2,201</u>	<u>13,459</u>
Depreciation					
At 1st April 2010	131	5,839	684	906	7,561
Charge for the year	440	492	500	195	1,627
Released on disposals	–	–	(684)	–	(684)
At 31st March 2011	<u>571</u>	<u>6,331</u>	<u>500</u>	<u>1,101</u>	<u>8,503</u>
Net book value					
At 31st March 2011	<u>1,758</u>	<u>598</u>	<u>1,500</u>	<u>1,100</u>	<u>4,956</u>
At 31st March 2010	<u>524</u>	<u>760</u>	<u>229</u>	<u>457</u>	<u>1,969</u>

12. Debtors

	2011 £	2010 £
Prepayments	2,634	2,770
Wood n Garden loan	–	1,000
Other debtors	277	6,030
	<u>2,911</u>	<u>9,800</u>

13. Creditors: Amounts falling due within one year

	2011 £	2010 £
Deferred income	40,869	32,797
Accruals	1,658	1,210
Other creditors	3,886	3,029
	<u>46,413</u>	<u>37,036</u>

Deferred income relates to a grant of £22,000 from The Henry Smith Charity, Lloyds TSB Foundation grant of £16,390, and Children in Need Transition grant of £2,479 all received during 2010-2011 but relating to 2011-2012.

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

Notes to the Financial Statements

Year ended 31st March 2011

14. Restricted income funds

	Balance at 1 Apr 2010	Incoming resources	Outgoing resources	Balance at 31 Mar 2011
	£	£	£	£
WMHF	6,003	1,040	(4,118)	2,925
Garden Project	2,248	44,470	(46,718)	–
Youth Project	51,022	39,853	(43,933)	46,942
Main Project	50,829	88,279	(66,826)	72,282
Department of Health OFV	–	35,000	(35,000)	–
	<u>110,102</u>	<u>208,642</u>	<u>(196,595)</u>	<u>122,149</u>

Western Mental Health Forum

This is a user and carer consultation group, the book-keeping 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 and Western Cheshire PCT Chairman's Fund.

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 Western Cheshire PCT, BBC Children In Need and Connexions.

Main Project

Money was received from Target Well Being (PCT), Western Cheshire PCT Engage and Move Forward and the Chairman's Fund, Cheshire West and Chester Council, the Social Enterprise Fund, the LloydsTSB Foundation.

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.

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

Notes to the Financial Statements

Year ended 31st March 2011

15. Unrestricted income funds

	Balance at 1 Apr 2010 £	Incoming resources £	Outgoing resources £	Balance at 31 Mar 2011 £
Youth Project	2,100	—	—	2,100
Main Project	33,208	60,509	(29,649)	64,068
	<u>35,308</u>	<u>60,509</u>	<u>(29,649)</u>	<u>66,049</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.

16. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Total £
Restricted Income Funds:			
WMHF	—	2,925	2,925
Youth Project	—	46,942	46,942
Main Project	—	72,282	72,282
	—	<u>122,149</u>	<u>122,149</u>
Unrestricted Income Funds	4,956	61,213	66,169
Total Funds	<u>4,956</u>	<u>183,427</u>	<u>188,318</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 2011

	2011 £	2010 £
Incoming resources		
Voluntary income		
Donations - General	4,108	3,354
Friends of CHAPTER	40	25
Gift Aid refunds	117	89
Cheshire West & Chester Social Services	30,981	30,981
Western Mental Health Forum	1,040	1,040
CWAC Member Budget Fund	2,403	-
Western Cheshire PCT Youth Project	22,228	22,228
Connexions Youth Drama	500	795
Western Cheshire PCT	50,000	50,000
Wood n Garden Cheshire West & Chester	1,162	7,468
The Henry Smith Charity	43,500	21,500
Target Wellbeing (PCT)	21,114	21,197
Social Enterprise	9,635	9,620
Learning Together	-	2,510
Department of Health OFV Grant	35,000	36,000
Chester Voluntary Action	-	1,000
Lloyds TSB Foundation grant	5,464	-
BBC Children in Need – Transitions	17,125	-
Western Cheshire PCT Chairman's Fund	1,874	-
	<u>246,291</u>	<u>207,807</u>
Activities for generating funds		
Fundraising events	-	2,140
Other income	1,609	1,342
Work Receipts Garden Project	12,021	11,811
Wood n Garden sales	3,190	-
Polytunnel income	244	-
	<u>17,064</u>	<u>15,293</u>
Investment income		
Bank interest receivable	954	1,155
	<u>954</u>	<u>1,155</u>
Total incoming resources	<u>264,309</u>	<u>224,255</u>

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

Detailed Statement of Financial Activities

Year ended 31st March 2011

	2011	2010
	£	£
Resources expended		
Charitable expenditure		
Wages and salaries	161,146	134,140
Resource and materials	3,533	1,302
Van expenses	3,135	2,721
Client training	6,091	6,247
Staff travelling	4,384	3,548
Trustees' travel expenses	315	498
Recruitment	–	110
Office utilities	4,978	2,689
Copier hire	572	570
Printing, stationery and telephone	5,927	4,281
Travel and subsistence	6,643	4,748
WMHF other costs	1,025	1,089
Professional fees	2,066	2,810
Subscriptions	368	444
Sundry expenses	771	818
Depreciation	1,627	1,331
Profit on disposal of asset	(287)	–
Staff training	453	374
VE expenses	733	1,540
Rent	11,966	5,414
Insurance	2,271	1,932
TWB research costs	–	600
Wood n Gardens costs	1,295	5,614
	<u>219,012</u>	<u>182,819</u>
Cost of fundraising		
Fundraising cost	<u>345</u>	<u>1,524</u>
Governance costs		
Accountancy fees	<u>2,045</u>	<u>1,759</u>
Total resources expended	<u>221,402</u>	<u>186,101</u>
Net incoming resources for the year	<u>42,907</u>	<u>38,154</u>

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report

Year ended 31st March 2011

It is with great pleasure that I present this report on the activities of CHAPTER (West Cheshire) Ltd for the period April 2010 to March 2011.

Staffing

This period saw minor changes to the staff team: Jayne Pengelly returned from maternity leave in December 2010, and in March 2011 we were joined by Lloyd English on the Garden Project in preparation for Graham Wood's semi retirement on 31 March 2011. The rest of the team remains unchanged

Project Workers	Wendy Haywood and Heather Critcher
Project Worker	Graham Wood (Gardening)
Youth Workers	Jayne Pengelly, Kerry Dilley and (from September 2010 to March 2011) Steve Cheng
Placement Officer	Susan Sullivan
Administrator	Wendy Nolan
Finance Officer	Sue Levy
Development Worker	Steve Cheng (to August 2010)
Project Worker	Jonathan Sharps
Project Worker (Gardening)	Lloyd English (from March 2011)

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.

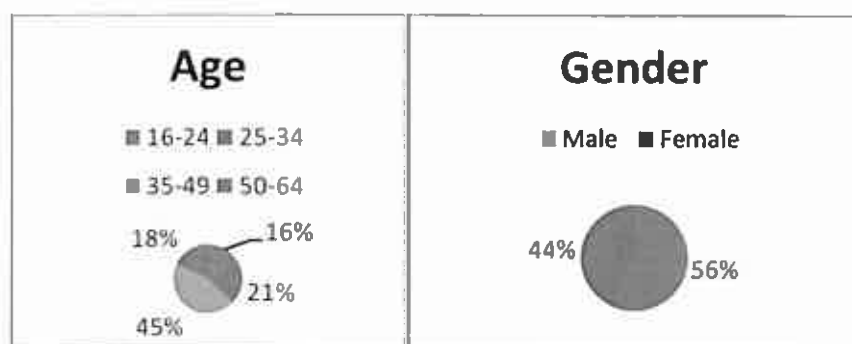
Beneficiaries

The total number of clients receiving a service from CHAPTER between April 2010 and March 2011 was 249. This includes 26 short term interventions of tier 4 inpatients aged 16-19 who do not have a normal home address in the CHAPTER catchment area. These 26 have not been included in the client profile.

Referrals = 84 + 26 in patients, of these 49 went on to become full CHAPTER clients.

Profile of Clients

CHAPTER provided a service to a total of 223 registered clients during this year. 56% of clients were male, 44% were female, and 84% were aged between 25 and 64 years old.



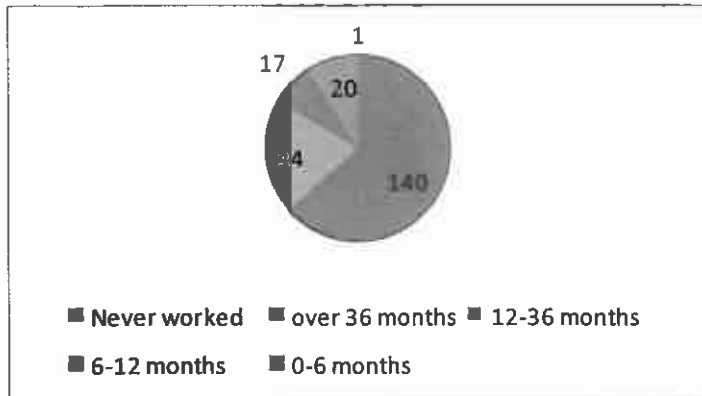
As in previous years, the majority of clients joining CHAPTER have been out of work for at least a year before commencing our programme; and 63% have been out of employment for over three years, or have never been in employment, when they first contacted CHAPTER. This lack of work experience is a testament to the need for the work we do, and means the provision of work experience placements is still vital.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report *(continued)*

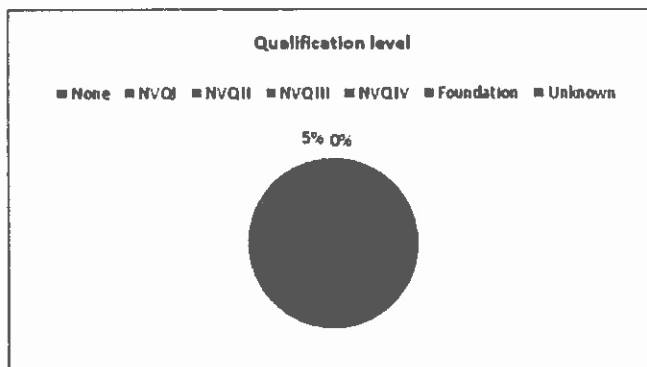
Year ended 31st March 2011

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 Open Award (formerly Open College Network) 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.



CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report *(continued)*

Year ended 31st March 2011

The CHAPTER Programme

Programme	Description	Numbers
Main Project	Clients aged 26-64 years old who wish to return to employment, education, training or retraining	156 + 26 hospitalised clients
Youth Project	Clients aged 19-25 years old who wish to return to employment, education, training or retraining	23
Gardening Project	Supported work and training using gardening activities for practical experience	24
Wood 'n' Gardens	Practical wood work skills	16
Wellbeing	As main programme, but including efforts to encourage improved client physical health (restricted to Ellesmere Port)	64
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	37
Engage and Move Forward	Increased support for hardest to reach clients	83
Transitions	Clients aged 16-19	32
Support	Clients who have achieved their objectives and have left our active caseload, but still wish to receive ongoing support	44

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 liaises closely with organisations such as In Training and the Employment Service to provide ongoing support for our clients, and to maximise job opportunities.
- Support from CHAPTER continues for as long as it is required, once a client's goals have been achieved.

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report *(continued)*

Year ended 31st March 2011

New Project

Transitions

Funded by BBC Children in Need, this project began in May 2010 and was formally launched at our AGM in October 2010.

Key to the project is working with mental health tier 4 services in order to try to make an impact on the most poorly young people, who were not receiving any support similar to that available at CHAPTER and which the Transitions project could offer them. This is achieved by working with the head of the education unit at Pine Lodge (tier 4 unit) for the North West, and with Maple Ward (acute mental health ward at Bowmere Hospital for 14 -18 year olds in North West England). During its first year, Transitions has worked with 32 young people: 26 within the hospital (tier 4) setting and 6 within the community who have been referred from the 16 – 19 services, early intervention teams and IAPT CBT therapists.

Whilst many of the in patients on this project have home addresses outside CHAPTER's normal catchment area, it is recognised that the service is very beneficial to them. For this reason, CHAPTER has made amendments to its referral process to allow the most poorly young people to receive a service whilst still in hospital. Where possible, Transitions workers will make contact with the relevant agencies in the young person's home area to assist with discharge arrangements.

Existing Projects

Engage and Move Forward

This project was funded by the PCT to engage difficult-to-reach clients, and to provide additional support to help them meet their goals. Clients have access to all of CHAPTER's activities with increased levels of support when necessary.

The Youth Project

This 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 Open Awards (formerly Open College Network), which enables this client group to recognise their developmental needs, address their own personal obstacles to progress, and to 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 Moving On Project

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

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report *(continued)*

Year ended 31st March 2011

The Gardening Project

This project continues to provide realistic work experience for our client group, as well as providing a valuable lawn cutting and gardening service to 125 of 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.

We acquired a second allotment during this reporting year, received permission from the Mulberry Centre to utilise one of their disused poly tunnels and re sited our own poly tunnel at Grange Farm, Mickle Trafford. These additions will provide further opportunities for our clients and potentially bring in some much needed revenue.

Additional funding for this project is received from the Henry Smith Charity. We are extremely grateful to Graham Wood and all the clients who work extremely hard on this project, making it a continued success.

Wood 'n' Gardens

This project is now operational 3 days a week, producing wooden garden furnishings, and decorative items such as mirrors. Where possible, the project uses recycled wood. The project was also involved in making frames for the Giants at Chester Giants festival June 2010. This project continues to run as a user led initiative, supported by a paid member of staff and a steering group which includes staff, trustees and service users. Currently, 16 clients have been involved in this project which is funded by the LloydsTSB Foundation.

Final Year Projects

Volunteer England: Volunteers as Mentors

The final year of this project has been extremely successful; and once again, in the Project's three main strands, CHAPTER has over-achieved on all targets. Work was also undertaken to evaluate this project and show the real impact it has had on both CHAPTER and the wider community. A separate report is available on request. Thanks are due to all those who made this project a resounding success: staff, volunteers, clients, and in particular Sue Sullivan who worked tirelessly on this.

Work Placements

During this period, 57 new work placements were established, and in total, we supported 85 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:

Burleydam Garden Centre	Crown Plaza	Extra Care	University of Chester
British Heart Foundation	Curzon House	Giants	Record
BUPA CARE HOMES	Cheshire Asian Council	Heart and Soul	Royal Mail
Cancer Research	Dial House	Neston Library	Virgin Trains

CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

Chief Officer's Annual Report *(continued)*

Year ended 31st March 2011

Education

During this year 71 clients have engaged in educational courses, ranging from mainstream education, up to and including NVQ Level 4 courses. 29 were in the community and 42 were in house Open Awards Courses. We are grateful to West Cheshire College and Open Awards (formerly 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 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 56% 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 male (75%), and this was reflected in the number of those interviewed.

Health and Safety

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

Office and Equipment

The office base remains at Queens House, Queens Road, Chester CH1 3BQ.

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 committee 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 2010 – March 2011 proved to be both a successful 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 continue to develop new projects. The whole team looks forward to the future, and continues to explore avenues for development.

Anne M Piercy
Chief Officer
September 2011