

**CHAPTER (WEST CHESHIRE)  
LIMITED**

**COMPANY LIMITED BY GUARANTEE**

**TRUSTEES' REPORT AND  
INDEPENDENTLY EXAMINED ACCOUNTS**

**for the year ended  
31st March 2009**

**Company Registration Number 3294547  
Charity Number 1072395**

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

## **Chairman's Foreword**

Another year has gone by. The year 2008-09 marks CHAPTER's eighteenth year of operation. Given the current financial situation, and the precarious position of small charities like CHAPTER which are dependent annually on having to maintain a mixed portfolio of short term funding to ensure their survival, I am delighted to report CHAPTER is alive and well.

We continue to be highly regarded by the statutory and voluntary sectors for the work we do, particularly in the long term support we offer for people with enduring mental health problems. We have good working relationships with existing projects working within mental health, most of which offer complementary services to what CHAPTER does. However, when funding is tight, as it is currently, competition is a factor we can not disregard, and all charities, like ourselves, are looking to diversify in order to survive. The challenge is to avoid what is termed 'mission drift' and move away from our original values and principles.

The existence of a Mental Health Alliance facilitated by our local Council of Voluntary Action enables the sharing of plans and developments. It is important we work closely with the new local authority, Cheshire West and Chester, and with Western Cheshire Primary Care Trust (PCT) now renamed NHS Western Cheshire. Plans are for Community Services for adults, including people with mental health issues, to be commissioned and provided jointly by Health and Social Services. This makes a lot of sense in terms of the provision of a seamless service. In mental health there already is considerable joint provision which has worked well.

An additional development is that of the Third Sector Assembly, which has been set up to represent the whole of the Voluntary, Community and Faith Sector (independent organisations) across the new Local Authority footprint. The intention is to strengthen the voice of the independent sector and to provide the statutory authorities with a single representative body with which it can communicate.

The impact of all these changes and developments means that, as well as delivering services, and trying to ensure financial viability, CHAPTER needs to involve itself and stay close to the new authority wide and local decision making systems. The early signs are that the new authority and the PCT are keen to consult and involve the third sector. Alongside this, however, both organisations have huge financial pressures. The duty for statutory organisations to consult is now enshrined in the legislation, and we are ever hopeful that we will see increasing partnership working.

CHAPTER remains an important resource in Western Cheshire due to a dedicated and hard working staff team, and its supportive and committed Board of Trustees.

My sincere thanks go to the team, particularly our Manager Anne Piercy who has so many hats she has to wear, given our very meagre infrastructure. My thanks go also to the Board of Trustees. A new feature for CHAPTER has been the growth of volunteers as a result of funding we acquired from Volunteering England. I am grateful to them for all their hard work and the support which is enabling us to extend our skill base.

Regrettably we had to say goodbye to Rita Ashton, Vice Chairman of CHAPTER, who had been one of our original Trustees. She retired from her job with the former Cheshire County Council and as she does not live locally, decided to resign from CHAPTER. We miss her experience, knowledge and wise counsel. We wish her well in the future. We welcomed a new co-opted member to the Board, Councillor Tom Parry, representing the new Cheshire West and Chester Authority.

We were very sad also to lose our user representative from the Board at the end of the financial year. He had been an invaluable co-opted member of the Board and brought lots of ideas and observations, which helped to guide and influence the work of CHAPTER. We have not yet been able to replace him, which is regrettable, but as an organisation CHAPTER is increasingly endeavouring to consult its client group and involve them in developments.

Maire J Gibson  
Chairman  
October 2009

# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Financial Statements

Year ended 31st March 2009

<b>Contents</b>	<b>Page</b>
Members of the Board and Professional Advisers	1
Trustees' Annual Report	2
Statement of Trustees' responsibilities	11
Independent Examiner's Report	12
Statement of Financial Activities (incorporating the income and expenditure account)	14
Balance sheet	15
Notes to the financial statements	16
<b>The following pages do not form part of the financial statements</b>	
Detailed statement of financial activities	23
Manager's Annual Report	25

# **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** Rita Ashton (resigned 30<sup>th</sup> December 2008)  
Maire Gibson  
Dr Roy Johnson  
Colin Jones  
Joan Wren  
David Clements  
Marion Needham  
Moira Andrews  
Margaret Ainslie  
John Dunkerley

**Secretary** Dr Roy Johnson

**Professional adviser** Dinah Dunkerley

**Independent Examiner** 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 2009**

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 2009.

#### **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	
Rita Ashton	Vice Chairman	(until 30 <sup>th</sup> December 2008)
Dr Roy Johnson	Company Secretary	
Colin Jones		
Joan Wren		
David Clements		
Marion Needham		
Moira Andrews		
Margaret Ainslie		
John Dunkerley		

#### **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 Committee which during 2008-09 consisted of the ten Trustees and the following five co-opted members:

Marlon Armstrong	Co-opted as Honorary Treasurer
Cllr Pat Lott	Representative nominated by Chester City Council
Cllr Sue Kettle	Representative nominated by Ellesmere Port and Neston Borough Council
A user representative	
Cllr Tom Parry	Representative nominated by Cheshire West and Chester Council

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

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

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

Dinah Dunkerley, former Trustee now acts as Professional Adviser to CHAPTER.

Our co-opted user representative left us in March 2009 and there are plans to replace him.

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

## **Trustees' Annual Report**

**Year ended 31st March 2009**

Presentations on different aspects of the work of CHAPTER are made at Board Meetings and the Manager 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 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. CHAPTER obtained a small grant from Neston's Market Town Initiative to undertake marketing and publicity, again with the knowledge of need, but were unable to utilise the grant because of our anxiety that without additional staffing and travel cost resources, we would be unable to deliver.

### **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 role as Trustees on appointment and have access to training. The co-option of a user representative to the Management Committee has been an excellent development and the intention is to increase representation from users.

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 sub-committee in addition to attendance at a specified number of Board Meetings

### **RISK MANAGEMENT**

The Management Committee 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 sub-committee of CHAPTER (Policy and Procedures) has been reviewing all policies and procedures with particular regard to the management of risk.

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

## **Trustees' Annual Report**

**Year ended 31st March 2009**

### **OBJECTIVES AND ACTIVITIES**

CHAPTER is a charitable organisation which aims to help people of working age who have, or have 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 the Primary Care Trust (PCT) and CHAPTER has taken this seriously.

Anne Piercy, our Manager 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**

As from this year, all charities are 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, and has benefitted from an increased capacity to pursue larger tender opportunities and funding by being part of a consortium for training lead by Training Together. We would like to do more of this. Without the infrastructure which large organisations have, CHAPTER is disadvantaged in accessing many funding streams. Partnership with other organisations offers other opportunities.

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

## **Trustees' Annual Report**

### **Year ended 31st March 2009**

One of the disadvantages at the moment of the target driven funding initiatives, however, 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 2008/09 witnessed a period of considerable stability in CHAPTER. The staff team remained the same apart from one part time member of staff moving on, and her hours were shared between two existing members of staff. It was encouraging to see the staff growing in confidence and commitment, headed up by their very competent Manager.

Whilst funding for the Gardening Project ceased at the end of March 2009, it was decided to maintain the project and it continues to provide an important training and development opportunity for clients. It also continues to perform a much appreciated gardening service for elderly and disabled residents of Chester and Ellesmere Port. A further funding bid to enable us to expand the project has been submitted.

The Young People's Project, which was in its final year of Lottery funding, has been a great success. A bid was made again to the Lottery for further funding but although it was short listed, we were unsuccessful. The criteria had changed and the Lottery was seeking to fund projects which demonstrated user led services. Because of the severity of the problems experienced by some of our young people, our bid was aimed towards helping young people increasingly to take responsibility, and apparently this did not match up to the Lottery expectation of user led projects. Experience in CHAPTER has taught us of the importance of recognising the vulnerability of many clients if they feel under pressure and the danger of relapse. The Youth Project will continue on reduced funding until we are able to obtain further funding.

The Well Being Project, funded by the Lottery through the local Primary Care Trust (PCT) has proved quite a challenge because of the rather ambitious initial targets set, which failed to take into account the time it can take to agree a programme for many of our clients who have been unemployed for long periods of time. As one of the projects funded in Ellesmere Port we have received considerable publicity locally and regionally as part of the PCT's commitment to healthy living. Monitoring and reporting demands have been quite heavy and the project as a whole is the subject of research by the University of Chester.

The Volunteering England Project continues to be very successful and due to the high numbers puts a considerable strain on staff time. It is very encouraging to see young people volunteering and particularly to see them supporting our own clients. We are grateful for the assistance received from all our volunteers. The mentoring scheme, which has been developed by CHAPTER staff, is accredited by the National Open College Network, and this accreditation is also available to our clients as they progress and increase in confidence.

We hope to recruit more older people as volunteers in order to provide longer term involvement in the work of CHAPTER and utilise other skills which many volunteers can offer. We value the links we have built with the University of Chester which is increasingly placing volunteers with us.

CHAPTER plans to utilise the mentoring course in the 'workplace' by offering it to employers who take on our clients for a work placement, but we will not be able to develop this without additional staffing.

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 recognise this and CHAPTER is recognised for the quality of the work undertaken.

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

## **Trustees' Annual Report**

### **Year ended 31st March 2009**

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.

The main priorities for 2008/09 were in maintaining quality services across the range of projects and ensuring a future for the Gardening Project and the Youth Project, whose funding was due to terminate. Fortunately during this period we have not been subject to as many inspections as in the previous year, but the demands of monitoring and regular reporting continue to be onerous. Grant applications continue to increase in complexity, often with a two stage process.

As set out in the Manager's Report, CHAPTER received a total of 66 referrals in 2008/09 compared to 71 in the previous year, but CHAPTER clients can remain with us for a long period of time, and staff worked with a total of 218 clients compared with 227 the previous year.

We have analysed this apparent fall in numbers, and there seem to be a number of factors. Clients on the Gardening Project have reduced in number due to limited funding, the loss of a part time worker and absence on sick leave for some time of the manager of the Gardening Project. The Gardening Project used to be oversubscribed. More particularly though, with the growth of other employment projects which are targeting those people with less severe mental health problems, CHAPTER is working with those people requiring a higher level of engagement over a longer period.

The detailed Manager's Report indicates an increase in work placements and provides more information on the profile of referrals. As indicated earlier, the Volunteering England Project has been very time consuming, but it is also the case that as the result of recruiting volunteers, our clients have had more access to one on one support.

CHAPTER continues to offer a series of training units which attracts nationally recognised certificates from the National Open College Network, including the two most recent ones; one for young people and one to support Mentoring and Volunteering. The Trustees are grateful for the continued support received from the Open College Network which is invaluable. We also enjoy very good relationships with the University of Chester and with local colleges.

Training for staff members has continued as a priority, and all staff have a personal development plan. We are fortunate to have access to a range of courses, often at no or subsidised cost arranged by local Councils for Voluntary Action and 'Learning Together - Cheshire and Warrington'. Trustees too have accessed training courses and there are plans to have a residential session for staff and Trustees.

The Trustees are grateful to all the project staff who show ever more dedication and commitment, and carry 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 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.

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

## **Trustees' Annual Report**

**Year ended 31st March 2009**

### **SUB-COMMITTEES**

All CHAPTER's Sub-Committees have been very active during 2008/09.

The Policy and Procedures Sub-Committee has been methodically working through policies and procedures, reviewing them, updating them and ensuring good governance.

The Finance Sub-Committee has met less frequently but 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.

The Personnel Sub-Committee has met twice to discuss staffing issues. There have been no disciplinary matters or complaints.

Health and Safety issues have always been high on CHAPTER's agenda, but a new Health and Safety Sub-Committee has been set up to provide more structure. One of our Trustees, who is already skilled in this area has undertaken a training course and chairs the Sub-Committee. With the extension of CHAPTER telephone and IT systems, there are numerous safety issues to attend to. The small size of the office accommodation provides another challenge. CHAPTER ensures there are staff trained in First Aid. Regular Fire Drills take place and early in the year, negotiations took place with the landlords to ensure staff had easy egress in case of fire.

The Fund Raising Committee has been very active during 2008/09. Unfortunately the Social Event in the Long Room planned for October 2008 was cancelled due to limited support and clashes with other events. CHAPTER was very grateful to be invited to be the beneficiary of a Long Room concert organised by another society.

Money was raised by a sponsored walk undertaken by staff. Trustees have raised money from the sale of fruit and vegetables and particularly home made jams and chutneys. This small but steady stream of income is very important as it is a source of unrestricted funding, most funding being tied to specific projects. Whilst 'Friends of CHAPTER' continues, and a few friends have made donations, for which we are very grateful, it has not really been very successful in increasing interest and awareness of CHAPTER.

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

### **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 £107,256, an increase of 11% 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 continues to be an urgent need to replace the funding hitherto received from the Big Lottery for the Youth Project; to extend funding for work placement activity; to replace and increase funding for the Gardening Project; to fund an additional member of staff to work with employers; and to fund a marketing and development officer to support the Manager.

# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Trustees' Annual Report

Year ended 31st March 2009

### INDEPENDENT EXAMINER

A resolution was passed at an Extraordinary General Meeting to appoint Mitchell Charlesworth as independent examiner at a remuneration which was agreed by the Board of Trustees. A resolution was proposed to undertake a future tendering exercise, but Mitchell Charlesworth should be invited to be considered again as part of this process.

### 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

Last year the Board set itself some plans. These are commented on below.

- The need for innovation and service development in response to changes in Health and Social Care.  
**Action** CHAPTER is working alongside a PCT initiative to provide easier access to talking therapies and reduce worklessness. We are aware of plans for personalisation of social care services and CHAPTER will need to be ready to tender against a new specification for services.  

We endeavoured to get funding to undertake in-reach services to the acute and rehabilitation services at Bowmere Hospital but funding was not available. We will continue to pursue this and seek other funding.
- 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** CHAPTER continues, along with other members of the Third Sector and through the COMPACT to try to bring this about. Due to local government re-organisation, progress has been slow and we await the outcome of the Local Authority's review of its grants to the Third Sector.
- The need to increase our involvement of service users.  
**Action** We have not been as successful as we had hoped, but there are examples of users doing some work for CHAPTER and in the Youth Project, users are more actively involved in shaping service.
- The need for succession planning.  
**Action** This is taking place.
- The need to find or finance help with fund raising in terms of applications for major grants.  
**Action** This has not happened but the Chairman, Manager and Finance Officer have acquired more skill through practice and work together.
- The need to promote CHAPTER and continue awareness raising.  
**Action** This is ongoing with meetings with referrers and presentations at meetings. There is still much more to do though.

# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Trustees' Annual Report

### Year ended 31st March 2009

- The need to prepare and apply for continued accreditation for 'Investors in People'.  
**Action** We have been successful in acquiring continued accreditation.
- The need to consider and prepare for a further Quality Assurance Mark.  
**Action** Time and resources have not allowed this, but we will pursue this in 2009/10.
- The need to explore the possibility of establishing a trading arm for CHAPTER, and maybe becoming a Social Enterprise.  
**Action** We acquired a grant from the Social Enterprise Investment Fund (SEIF) to undertake a feasibility study. This is ongoing. We have also been successful in acquiring some Business Advice (at no cost).
- The need to increase our activity and outputs in order to retain credibility in the context of more competition from other bodies doing similar work.  
**Action** This has not happened due to reasons outlined earlier in this report, but remains on the agenda. We need to find ways of demonstrating outcomes which are not currently monitored but demonstrate effectiveness.
- The need to explore expansion across the footprint of our local Primary Care Trust, and the new Unitary Authority for West Cheshire.  
**Action** Resources have not allowed this, and we have been preoccupied trying to access replacement funding for the Gardening Project and the Youth Project. We have, however, expressed an interest in being linked to a planned Primary Care Development in Frodsham.

### PLANS FOR 2009/10

There is still ongoing work arising from the plans we set in 2008/09. CHAPTER will continue to pursue these. Additionally next year we will:

- Produce a new Business Plan.
- Hold a Publicity Event for CHAPTER with presentations.
- Develop the web site.
- Increase our marketing.
- Seek opportunities for a joint project with another organisation.
- Refresh our publicity material.
- Ensure we have user representation on the Management Board.
- Undertake a comprehensive review of all our projects and decide if any should change, cease to exist, or expand.
- Ensure funding is secure for all current projects we wish to retain.

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.

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

**Trustees' Annual Report**

**Year ended 31st March 2009**

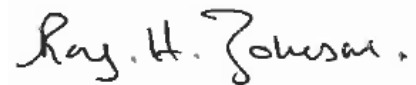
**SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985.

Registered office  
Queens House  
Queens Road  
Chester  
CH1 3BQ

3rd September 2009

Signed by order of the trustees



Dr Roy Johnson  
Company Secretary

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

## **Statement of Trustees' Responsibilities**

### **Year ended 31st March 2009**

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 1985. 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 2009**

I report on the accounts of the company for the year ended 31<sup>st</sup> March 2009 which are set out on pages 14 to 22.

#### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company 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 43(2) of the Charities Act 1993 (the 1993 Act) 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 of the 1993 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 43(7)(b) of the 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 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 no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

# Mitchell Charlesworth

Chartered Accountants  
24 Nicholas Street Chester

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

Year ended 31st March 2009

### 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 requirements:
  - to keep accounting records in accordance with section 221 of the Companies Act 1985; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 226A of the Companies Act 1985 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; 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

3<sup>rd</sup> September 2009

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

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

**Year ended 31st March 2009**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
<b>Incoming resources</b>					
Incoming resources from generating funds:					
Voluntary income	2	33,423	131,895	165,318	142,734
Activities for generating funds	3	12,257	1,524	13,781	15,701
Investment income	4	4,754	–	4,754	5,114
<b>Total incoming resources</b>		<u>50,434</u>	<u>133,419</u>	<u>183,853</u>	<u>163,549</u>
<b>Resources expended</b>					
Costs of generating funds:					
Charitable expenditure	5	(43,694)	(127,607)	(171,301)	(149,816)
Cost of fundraising	6	–	–	–	(1,085)
Governance costs	7	(453)	(1,175)	(1,628)	(1,575)
<b>Total resources expended</b>		<u>(44,147)</u>	<u>(128,782)</u>	<u>(172,929)</u>	<u>(152,476)</u>
<b>Net incoming resources for the year/net income (expenditure) for the year</b>		6,287	4,637	10,924	11,073
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>21,651</u>	<u>74,681</u>	<u>96,332</u>	<u>85,259</u>
<b>Total funds carried forward</b>		<u>27,938</u>	<u>79,318</u>	<u>107,256</u>	<u>96,332</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 2009**

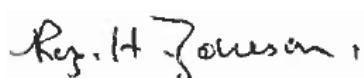
	Note	2009 £	£	2008 £	£
<b>Fixed assets</b>					
Tangible assets	11		2,248		2,960
<b>Current assets</b>					
Debtors	12	2,476		4,621	
Cash at bank and in hand		127,269		95,025	
		<u>129,745</u>		<u>99,646</u>	
<b>Creditors: Amounts falling due within one year</b>	13	<u>(24,737)</u>		<u>(6,274)</u>	
<b>Net current assets</b>			105,008		93,372
<b>Total assets less current liabilities</b>			<u>107,256</u>		<u>96,332</u>
<b>Net assets</b>			<u>107,256</u>		<u>96,332</u>
<b>Funds</b>					
Restricted income funds	14		79,318		74,681
Unrestricted income funds	15		27,938		21,651
<b>Total Charity funds</b>			<u>107,256</u>		<u>96,332</u>

The trustees are satisfied that the charity is entitled to exemption from the provisions of the Companies Act 1985 (the Act) relating to the audit of the financial statements for the year by virtue of section 249A(1), and that no member or members have requested an audit pursuant to section 249B(2) of the Act. The trustees acknowledge their responsibilities for:

- (i) ensuring that the charity keeps proper accounting records which comply with section 221 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 226, 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 VII of the Companies Act 1985.

These financial statements were approved by the members of the committee on the 3<sup>rd</sup> September 2009 and are signed on their behalf by:



.....  
Dr Roy Johnson

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 2009**

#### **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 1985.

##### **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 2009

### 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 2009 £	Total Funds 2008 £
<b>Donations</b>				
Donations - General	2,583	–	2,583	4,769
Donations - Garden Project	–	–	–	188
Friends of CHAPTER	330	–	330	8
<b>Grants receivable</b>				
Cheshire County Council Social Services	30,225	–	30,225	29,691
Western Mental Health Forum	–	1,038	1,038	1,015
Cheshire West PCT Youth Project	–	22,184	22,184	21,685
Learning and Skills Council Contract 1	–	–	–	(210)
Learning and skills Council Contract 2	–	–	–	(40)
Dept of Health	–	–	–	32,000
Big Lottery Youth Project	–	29,742	29,742	29,085
The Henry Smith Charity	–	21,100	21,100	20,600
Target Wellbeing Project	–	19,686	19,686	3,884
Social Enterprise	–	745	745	–
Learning Together	–	3,400	3,400	–
Department of Health OFV Grant	–	34,000	34,000	–
<b>Other income</b>				
Gift Aid refunds	285	–	285	59
	<u>33,423</u>	<u>131,895</u>	<u>165,318</u>	<u>142,734</u>

### 3. Incoming resources from activities for generating funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Fundraising events	–	–	–	3,187
Other income	1,463	–	1,463	1,332
Work Receipts Garden Project	10,794	1,524	12,318	10,674
Polytunnel Income	–	–	–	508
	<u>12,257</u>	<u>1,524</u>	<u>13,781</u>	<u>15,701</u>

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

**Notes to the Financial Statements**

**Year ended 31st March 2009**

**4. Investment income**

	<b>Unrestricted Funds</b>	<b>Total Funds 2009</b>	<b>Total Funds 2008</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Bank interest receivable	<u>4,754</u>	<u>4,754</u>	<u>5,114</u>

**5. Charitable expenditure**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2009</b>	<b>Total Funds 2008</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wages and salaries	38,275	91,865	130,140	116,764
Resource and materials	–	390	390	473
Van hire and expenses	–	2,395	2,395	2,500
Client training	905	5,870	6,775	5,855
Staff travelling	–	3,907	3,907	3,260
Office utilities	137	2,562	2,699	2,180
Copier hire	194	412	606	612
Printing, stationery and telephone	1,449	3,488	4,937	2,997
Travel and subsistence	780	1,934	2,714	970
WMHF other costs	–	1,135	1,135	1,429
Professional fees	25	2,085	2,110	2,411
Subscriptions	90	106	196	233
Sundry expenses	112	2,583	2,695	1,075
Depreciation	1,252	–	1,252	1,294
Staff training	569	1,333	1,902	385
VE Volunteer expenses	–	961	961	–
Rent	396	5,203	5,599	4,710
Insurance	(555)	1,378	823	1,494
Loss on disposal of asset	66	–	66	1,174
	<u>43,694</u>	<u>127,607</u>	<u>171,301</u>	<u>149,816</u>

The unrestricted cost for insurance is a credit due to the inclusion of a prepayment this year.

**6. Cost of fundraising**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2009</b>	<b>Total Funds 2008</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fundraising costs	<u>–</u>	<u>–</u>	<u>–</u>	<u>1,085</u>

**7. Governance costs**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total Funds 2009</b>	<b>Total Funds 2008</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Accountancy fees	<u>453</u>	<u>1,175</u>	<u>1,628</u>	<u>1,575</u>

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

**Notes to the Financial Statements**

**Year ended 31st March 2009**

**8. Net incoming resources for the year**

This is stated after charging:

	<b>2009</b>	2008
	<b>£</b>	£
Independent examiner's fee	1,035	1,575
Depreciation	<u>1,252</u>	<u>1,294</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:**

	<b>2009</b>	2008
	<b>£</b>	£
Wages and salaries	115,076	108,102
Social security costs	<u>9,385</u>	<u>8,662</u>
	<u><u>130,140</u></u>	<u><u>116,764</u></u>

No Trustee was remunerated during the year. No Trustee received any benefits or expenses during the year.

**Particulars of employees:**

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

	<b>2009</b>	2008
	<b>No</b>	No
Number of direct charitable and management staff	<u>6</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 2009**

**11. Tangible fixed assets**

	<b>Computer Equipment £</b>	<b>Motor vehicles £</b>	<b>Fixtures &amp; Fittings £</b>	<b>Total £</b>
<b>Cost</b>				
At 1st April 2008	5,688	913	1,442	8,043
Additions	606	–	–	606
Disposals	(93)	–	(79)	(172)
<b>At 31st March 2009</b>	<u>6,201</u>	<u>913</u>	<u>1,363</u>	<u>8,477</u>
<b>Depreciation</b>				
At 1st April 2008	4,067	228	788	5,083
Charge for the year	928	228	96	1,252
Released on disposals	(46)	–	(60)	(106)
<b>At 31st March 2009</b>	<u>4,949</u>	<u>456</u>	<u>824</u>	<u>6,335</u>
<b>Net book value</b>				
<b>At 31st March 2009</b>	<u>1,252</u>	<u>457</u>	<u>539</u>	<u>2,248</u>
At 31st March 2008	<u>1,621</u>	<u>685</u>	<u>654</u>	<u>2,960</u>

**12. Debtors**

	<b>2009 £</b>	<b>2008 £</b>
Prepayments	2,035	737
Other debtors	441	3,884
	<u>2,476</u>	<u>4,621</u>

**13. Creditors: Amounts falling due within one year**

	<b>2009 £</b>	<b>2008 £</b>
Deferred income	20,255	–
Accruals	1,083	1,126
Other creditors	3,399	5,148
	<u>24,737</u>	<u>6,274</u>

Deferred income relates to a Social Enterprise grant of £19,255 and Volunteering England grant of £1,000 received during 2008-2009 but relating to 2009-2010.

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

**Notes to the Financial Statements**

**Year ended 31st March 2009**

**14. Restricted income funds**

	<b>Balance at 1 Apr 2008</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Balance at 31 Mar 2009</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
WMHF	12,170	1,038	(4,067)	9,141
Garden project	6,190	22,624	(28,814)	–
Youth Fund	42,029	51,926	(42,955)	51,000
Main Project	14,292	23,831	(18,946)	19,177
Department of Health OFV	–	34,000	(34,000)	–
	<u>74,681</u>	<u>133,419</u>	<u>(128,782)</u>	<u>79,318</u>

**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.

**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.

**Youth Fund**

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 Big Lottery and Western Cheshire PCT.

**Main Project**

Money was received from Target Well Being, Learning Together Cheshire and Warrington and the Department of Health.

**Department of Health OFV**

Money was received from 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**

	<b>Balance at 1 Apr 2008</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Balance at 31 Mar 2009</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Youth Fund	2,105	–	–	2,105
Main project	19,546	50,434	(44,147)	25,833
	<u>21,651</u>	<u>50,434</u>	<u>(44,147)</u>	<u>27,938</u>

**Youth Fund**

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 2009

### 16. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Total £
<b>Restricted Income Funds:</b>			
WMHF	–	9,141	9,141
Garden project	–	–	–
Youth Fund	–	51,000	51,000
Main Project	–	19,177	19,177
	–	<u>79,318</u>	<u>79,318</u>
<b>Unrestricted Income Funds</b>	<u>2,248</u>	<u>25,690</u>	<u>27,938</u>
<b>Total Funds</b>	<u><u>2,248</u></u>	<u><u>105,008</u></u>	<u><u>107,256</u></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 2009**

	<b>2009</b>	2008
	£	£
<b>Incoming resources</b>		
<b>Voluntary income</b>		
Donations - General	2,583	4,769
Donations - Garden Project	–	188
Friends of CHAPTER	330	8
Gift Aid refunds	285	59
Cheshire County Council Social Services	30,225	29,691
Western Mental Health Forum	1,038	1,015
Cheshire West PCT Youth Project	22,184	21,685
Learning and Skills Council Contract 1	–	(210)
Learning and skills Council Contract 2	–	(40)
Dept of Health	–	32,000
Big Lottery Youth Project	29,742	29,085
The Henry Smith Charity	21,100	20,600
Target Wellbeing Project	19,686	3,884
Social Enterprise	745	–
Learning Together	3,400	–
Department of Health OFV Grant	34,000	–
	<u>165,318</u>	<u>142,734</u>
<b>Activities for generating funds</b>		
Fundraising events	–	3,187
Other income	1,463	1,332
Work Receipts Garden Project	12,318	10,674
Polytunnel Income	–	508
	<u>13,781</u>	<u>15,701</u>
<b>Investment income</b>		
Bank interest receivable	4,754	5,114
	<u>4,754</u>	<u>5,114</u>
<b>Total incoming resources</b>	<u>183,853</u>	<u>163,549</u>

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

**Detailed Statement of Financial Activities**

**Year ended 31st March 2009**

	<b>2009</b>	2008
	£	£
<b>Resources expended</b>		
<b>Charitable expenditure</b>		
Wages and salaries	130,140	116,764
Resource and materials	390	473
Van hire and expenses	2,395	2,500
Client training	6,775	5,855
Staff travelling	3,907	3,261
Office utilities	2,699	2,180
Copier hire	606	612
Printing, stationery and telephone	4,937	2,997
Travel and subsistence	2,714	970
WMHF other costs	1,135	1,429
Professional fees	2,110	2,411
Subscriptions	196	233
Sundry expenses	2,695	1,074
Depreciation	1,252	1,294
Staff training	1,902	385
VE expenses	961	–
Rent	5,599	4,710
Insurance	823	1,494
Loss on disposal of fixed asset	66	1,174
	<u>171,302</u>	<u>149,816</u>
<b>Cost of fundraising</b>		
Fundraising cost	–	1,085
	<u>–</u>	<u>1,085</u>
<b>Governance costs</b>		
Accountancy fees	1,627	1,575
	<u>1,627</u>	<u>1,575</u>
<b>Total resources expended</b>	<u>172,929</u>	<u>152,476</u>
<b>Net incoming resources for the year</b>	<u>10,924</u>	<u>11,073</u>

# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Manager's Annual Report

Year ended 31st March 2009

It is with great pleasure that I present this report on the activities of CHAPTER (West Cheshire) Ltd for the period April 08 to March 09. 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 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, Karen Bache left to continue her education and her role was then taken over by Cheryl Kenyon, Cheryl's role was then taken over by Jayne Pengelly. The rearrangement of staff roles to cover the vacancies has resulted in minimal disruption to work and case load. The remainder of the team remain unchanged.

Project Workers	Wendy Haywood,	Karen Bache (to August 08)
Project Worker	Graham Wood (Gardening)	
Youth Workers	Jayne Pengelly,	Cheryl Kenyon
Placement Office	Susan Sullivan	
Administrator	Wendy Nolan	
Finance Officer	Sue Levy	

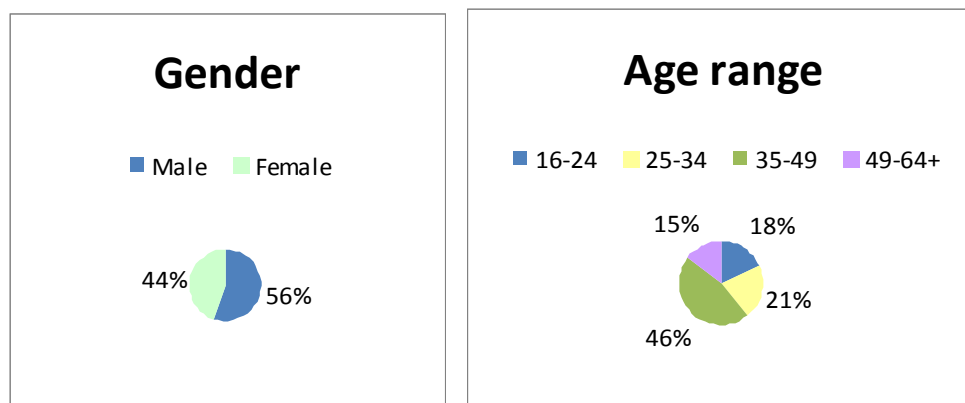
I would like to thank all the staff for their hard work and continued support during this year, their commitment and professionalism are unrivalled.

### Referrals

During the period April 2008 to March 2009 CHAPTER received a total of 66 referrals. Of these 40 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. 93% of referrals were responded to within one week.

### Profile of Clients

CHAPTER provided a service to a total of 218 clients during the year. 56% of clients were male, 44% were female, and 82% were aged between 25 and 64 years old.



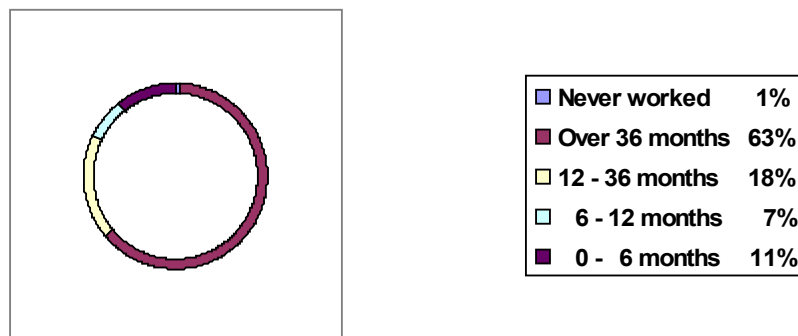
# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Manager's Annual Report

Year ended 31st March 2009

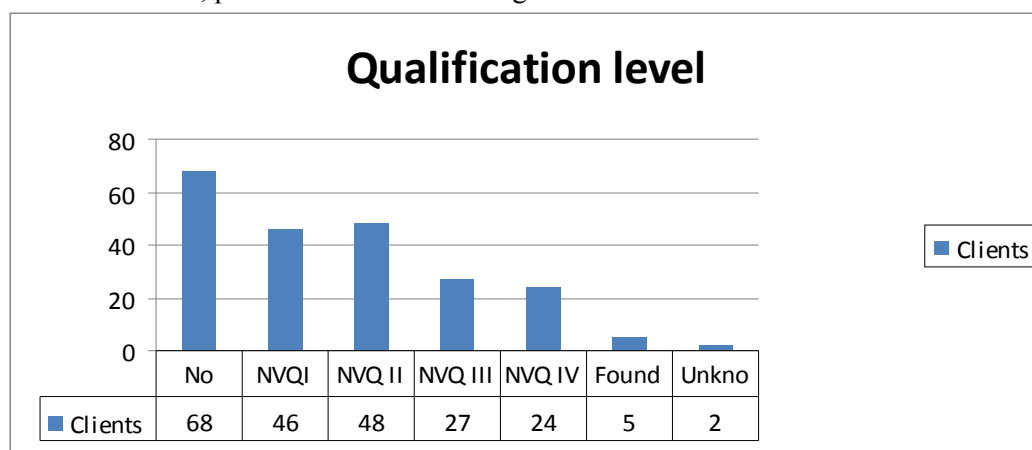
As in previous years the majority of clients joining CHAPTER have been out of work for at least a year before commencing our programme, and 54% have been out of employment for over three years or have never been in employment when they first contact CHAPTER. This lack of work experience is a testament 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 have either 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.



# CHAPTER (WEST CHESHIRE) LIMITED COMPANY LIMITED BY GUARANTEE

## Manager's Annual Report

Year ended 31st March 2009

### The CHAPTER Programme

Programme	Description	Numbers
Main Project	Clients aged 26-64 years old who wish to return to employment, education, training or retraining.	143
Youth Project	Clients aged 16-25 years old who wish to return to employment, education, training or retraining.	32
Gardening Project	Supported work and training using gardening activities for practical experience.	11
Well Being	As main programme, but including efforts to encourage improved client physical health; restricted to Ellesmere Port.	37
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	20
Support	Clients who have achieved their objectives and have left our active caseload but still wish to receive ongoing support.	33

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 one is an initial assessment and the development of an action plan, this 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 need 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 Mattwerk 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.

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

## **Manager's Annual Report**

**Year ended 31st March 2009**

### **The Youth Project**

This was the final year in which this project was funded by Big Lottery. The programme has been devised specifically for our younger clients between the ages of 16-25 years, and provides dedicated youth workers. The project provides more intensive support and action planning to assist the young clients in their journey through the CHAPTER programme. A module has been developed and accredited through the Open College Network to enable 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. Early results suggest increased benefits and improved progress for clients undertaking this module.

### **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 some 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 lawns project.

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. Limitations in funding prevent the project from growing and have in fact limited the number of paid staff and clients who can assist on this project. The youth project has now begun using the allotment to learn about growing and eating healthy food.

Additional resources are being sought to further develop this project and we are extremely grateful to Graham Wood and all the clients who work extremely hard on this project, making it a continued success.

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

## **Manager's Annual Report**

**Year ended 31st March 2009**

### **Volunteering England, Volunteers as Mentors**

This project commenced April 1<sup>st</sup> 2008, the Project has three main strands

Year one has seen all necessary policy procedures and training materials produced and first cohort of learners completing the training and become active as Mentors. CHAPTER has over achieved on all year one targets. Total number of hours volunteered by:

- External volunteer mentors = 658, this is the equivalent of a full time staff member working 18 weeks
- Clients trained as Peer Mentors 218, this is equivalent to a full time post for 6 weeks.
- Total hours voluntary work carried out, in social care settings, by clients as a result of engaging with this project 1,674. This is equivalent to forty five weeks full time work, provided by our clients to the wider community.

### **Work Placements**

During this period 54 new work placements have been established. In total we supported 76 work placements that took place in many different settings from retail to industry, 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  
Gildas Books  
Countess of Chester Hospital  
Warren Wood Cattery  
Boat Museum  
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 48 clients have engaged in educational courses, which range 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.

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

## **Manager's Annual Report**

**Year ended 31st March 2009**

### **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 62% being male.

In terms of ethnic representation only 2% of our clients count themselves as being of none white origin. Whilst we continue to monitor this 2% would appear 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%), this was reflected in the number of those interviewed.

### **Health and Safety**

There were no Health and Safety issues during this year; 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 Rd, Chester.

During this period we were equipped with internet provision and additional laptops, as well as a new telephone system.

### **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 2008-2009 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 continue to develop new projects. The whole team looks forward to the future and continues to explore avenues for development.

**Anne M Piercy  
Manager  
October 2009**