



# Annual Report

2017

“ I have control of my life.

I have less worry and more of a normal life.

A direct payment gives me independence to do other things as I don't have to worry about day to day tasks.

I can continue to live and keep my independence in my present family home.

I have freedom to choose employees, activities and social events without constraint.

It has allowed me to access activities with support that without a direct payment I would not be able to do.

The direct payment allows me to live independently, without it I would have to go into a care home.

”

# Contents

	Page
Chairman's Foreword	5
Governance	6
Chief Executive's Report	7 - 15
Auditors' Report	16 - 18
Balance Sheet	19
Areas of Support	21 - 22
Promoting Financial Independence	23 - 24

If you would like this report in larger print, please contact us.

# A word from the Chairman

Having been Chair of Penderels Trust for three years now, I am pleased to report that the organisation has enjoyed another successful year in spite of ongoing pressures with local authority austerity cuts and the uncertainty for the future under Brexit.

We have seen rapid business growth in some of our services, such as appointeeships, which has contributed to our success this year, with a solid performance across all service areas. As with all businesses, we must cover our costs to retain our financial security and ensure we can deliver high quality services to those we work with.

The forthcoming year will not be without its own opportunities and challenges. Our plans to offer a digital solution to our payroll customers will make a big positive difference to the people we support and those that work for them. The possible imposition

of VAT on some of our services does give cause for concern, but we must simply wait for the outcome of the tribunal before we can take action.

Sadly, my tenure as Chair will be coming to an end in October. It has been a privilege to work with Penderels Trust, the strength of the organisation lies in its Board of Trustees and staff team. The dedication and professionalism shown by our staff is what makes Penderels Trust the successful organisation that it is and has been for nearly 30 years.

May I take this opportunity on behalf of the Trust of thanking Jackie Wakelin and her staff for their excellent work and I wish you well for the future.

**Ian Besant** | Chairman



## Governance – April 16 to March 17

Throughout this period, the Trust was governed by a total of eight Trustees, all of whom were also Directors of the Company.

We wish to thank all Trustees for their valuable contribution during the year.

<b>Ian Besant</b>	Chairman
<b>Dick Harris</b>	Vice Chair
<b>Kenneth Barrett MBE</b>	Trustee
<b>Andy Berry</b>	Trustee
<b>Peter Collard MBE</b>	Trustee (resigned Oct 16)
<b>John Finnie</b>	Trustee
<b>Sarah Henson</b>	Trustee
<b>Malcolm Cook</b>	Trustee



---

# Chief Executive's Report

Jackie Wakelin  
Chief Executive

---



I am pleased to report that the 2016 to 17 year has been another success for Penderels Trust. Despite continued financial austerity in the public sector we have, by careful management, returned acceptable end of year figures. This is in part due to the ongoing stability in the number of areas in which we provide services combined with growth in services such as appointeeships and managed accounts.

### **Some facts and figures:**

We have delivered services in 41 local authority and 16 NHS/Clinical Commissioning areas, which remains similar to last year. Customer numbers have increased slightly again to 14,200 which is reflective of the growth in managed accounts (6,000 individuals) and appointeeships (900 individuals, a 200% increase). The number of people in receipt of a payroll service has increased by 10% with just under 10,000 employers currently in receipt of a service.

### **Payroll:**

To date, employers have submitted information to our payroll bureau either in hard copy or by submitting an electronic image of the hard copy document via email. In this digital age, we felt it was important to invest in a system that allowed online submission of information.

In August 2016, we embarked on a programme of change with the intention of providing access to our payroll service via smartphone, tablet or other digital device. This project is progressing albeit we have had to push the timeline back slightly. We are hoping for a full launch of this service in early 2018.



This will enable us to work far more efficiently whilst ensuring that employees are the ones responsible for submitting their data direct to the payroll department electronically.

At the same time, we have seen an increase in the number of employers who reached their auto enrolment staging date into a pension scheme. Initially administered by two staff, we have now increased to four.

We are hopeful that the new payroll software will enable us to deal effectively with the peaks and troughs of auto enrolment as employees become eligible but then have the choice to opt out.

To date, some 5,500 employers have reached their staging date but fewer than 600 employees have been enrolled into the National Employment Savings Trust (NEST), the workplace pension set up by government.

The process of auto enrolment places a considerable administrative burden on all payroll providers which, unfortunately, translates as a cost to the customer.

### **Finances:**

The 2016 – 17 year has shown continued improvement in our income, mainly due to the retention of many of our contracts and an increase in services such as managed





accounts and appointeeships. Our income, predicted to be in the region of £4.9M for this year, now looks to be in the region of £5.1M which represents a 10% increase from last year. We welcomed a new finance manager in August 2016 which, combined with a restructuring of the finance team, resulted in the development of new processes and procedures and a new sense of direction and order, an absolute necessity when dealing with large sums of looked after funds.

One of the emerging challenges was our ability to retain control of our cash flow. Ironically this situation is a by-product of our continued success as increasing sums of money are

owed to us at the end of each quarter. We are then dependent on local authorities and individual customers to pay for services within the allotted time. This highlights the importance of having a robust credit control system and a more proactive approach to recovering debt. I am delighted to report that we have just employed our first apprentice who is located in our finance department and who will eventually be studying for an AAT qualification.

We have noted that there is a potential issue with VAT being applied to services; an organisation facing similar issues is going to the VAT Tribunal in December 2017, after which we will know more.



“ Not only does my son have a great time, I also get to recharge my batteries which is a must when you have child with a disability. ”

### **Services:**

The main growth area has been in those services that enable vulnerable individuals to maintain some independence in the community by removing the need for them to manage their care money.

For those who do not need care support, but still find coping with day to day funds such as benefits or personal finances, difficult, we provide an appointeeship service acting as a Corporate Appointee for Department of Works and Pensions. This service has continued to grow significantly this year. We also provide a lighter touch service via our Promoting Financial

Independence for those who need low level support to help them get back on track with their personal finances.

The growth in the managed account and appointeeship services demonstrates that even the most dependent individuals can be assisted to maintain some independence if the appropriate support is available.

### **IT:**

If an organisation as large (and data conscious) as the NHS can become a victim of cyber-crime, what message should that send to an organisation such as ours? That message is 'Be prepared!' We spend considerable sums of money on IT development



and data protection to enable us to store and process information within the terms of the Data Protection Act (soon to be replaced by the General Data Protection Regulations), intended to give individuals more control over the information held about them by companies.

As with the development of pensions auto enrolment, Penderels Trust finds itself in a unique position of being at the forefront of providing advice to a statutory body, in this case the Information Commissioners Office (ICO), on the difficulties faced by micro-employers (i.e. disabled people who employ one or two care staff), in the storage and transmission of the data they hold regarding their employees.

We have recently re-vamped our website to make it more accessible to customers and professionals alike. Much of the PA recruitment, including our PA Finder service is conducted via the website, along with the recruitment of our own staff, and this will soon be the vehicle by which the new payroll software is accessed.

Once this is fully up and running, we will be rolling this out formally to staff and customers.

### **User involvement:**

Service users are already involved at the highest level as board members. But for those who do not wish to operate with such a degree of responsibility, the opportunity to be involved

and influential is available via the Penderels User Group (PUGS). Chaired by a trustee, the group draws members mainly from the Midlands.

We have recently promoted the group via our newsletter with the hope of attracting additional members. We also run a national networking group which is a 'virtual' group of mentors listed on our website. This group of direct payment users (or carers) are happy to talk to those who are new to direct payments or are considering one. This gives people the chance to find out what it is really like to have a direct payment to help them decide if it is the right option for them.

### **Governance:**

Finding people with the knowledge, time and commitment to take on the responsibilities of a trustee is not an easy task. Three board members have been involved with the governance of the organisation in excess of 9 years, including one member who became a trustee over 25 years ago. We have therefore been fortunate to recruit four new board members since February 2014, all of whom

have experience of running a business, or of working within the finance and legal professions.

Not all people remain for 25 years and we have recently seen the retirement of one of our more senior and sensory impaired members who reached the grand old age of 93 before handing in his voting rights. Sadly, he will be followed by our Chair who will retire as Chair of Trustees at our AGM in November. We have yet to see who will replace him.

I wish to offer my sincere thanks to all those who give their valuable time for free and who have been part of making Penderels Trust what it is today – the largest and most successful provider of independent living support in England and Wales.

### **Future threats:**

Continued financial austerity, coupled with Brexit will, for the foreseeable future, present a huge challenge, not only because of the lack of funding but the possible reduction in the number of people available to work as carers, many of whom come from the EU. This gives us all the more reason for us to promote our PA Finder service



to those who already live in this country or who are about to leave school and look for employment.

We are aware that if the VAT Tribunal goes in favour of HMRC, it will have a significant impact on the people we support which is why we are challenging this potential decision.

### **The Future:**

Penderels Trust will celebrate its 30<sup>th</sup> anniversary in May 2018. From the 1990s when support was provided by Community Service Volunteers, through indirect to direct payments, to personal budgets and personal health budgets, we've been part

of every change since 1988. So what does the future hold for Penderels Trust? If all goes well, we will move to a new office location where all staff can be together in one building. Having outgrown both of our offices in Coventry some time ago, we are optimistic that we will be able to move early in the New Year and celebrate in style!

Our continued growth, rather than just our survival is, as always, down to a combination of factors, not least the dedication of all our staff, no matter where they are located or the roles they undertake.

Without them, we would not have an organisation to deliver the excellent service we are recognised for and many disabled people could find that living independently is perhaps less empowering as a result.





---

# Report of the independent auditors to the members of The Penderels Trust Limited

---



We have audited the financial statements of The Penderels Trust Limited for the year ended 31<sup>st</sup> March 2017 which comprises of the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose.

To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit

work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Report of the Trustees' to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31<sup>st</sup> March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.

**Muhammed Shabbir** ACA FCCA  
**Senior Statutory-Auditor**

For and on behalf of Armstrongs Accountancy Limited, Chartered Accounts and Statutory Auditor.  
1 & 2 Mercia Village,  
Torwood Close, Westwood Business Park, Coventry,  
West Midlands CV4 8HX

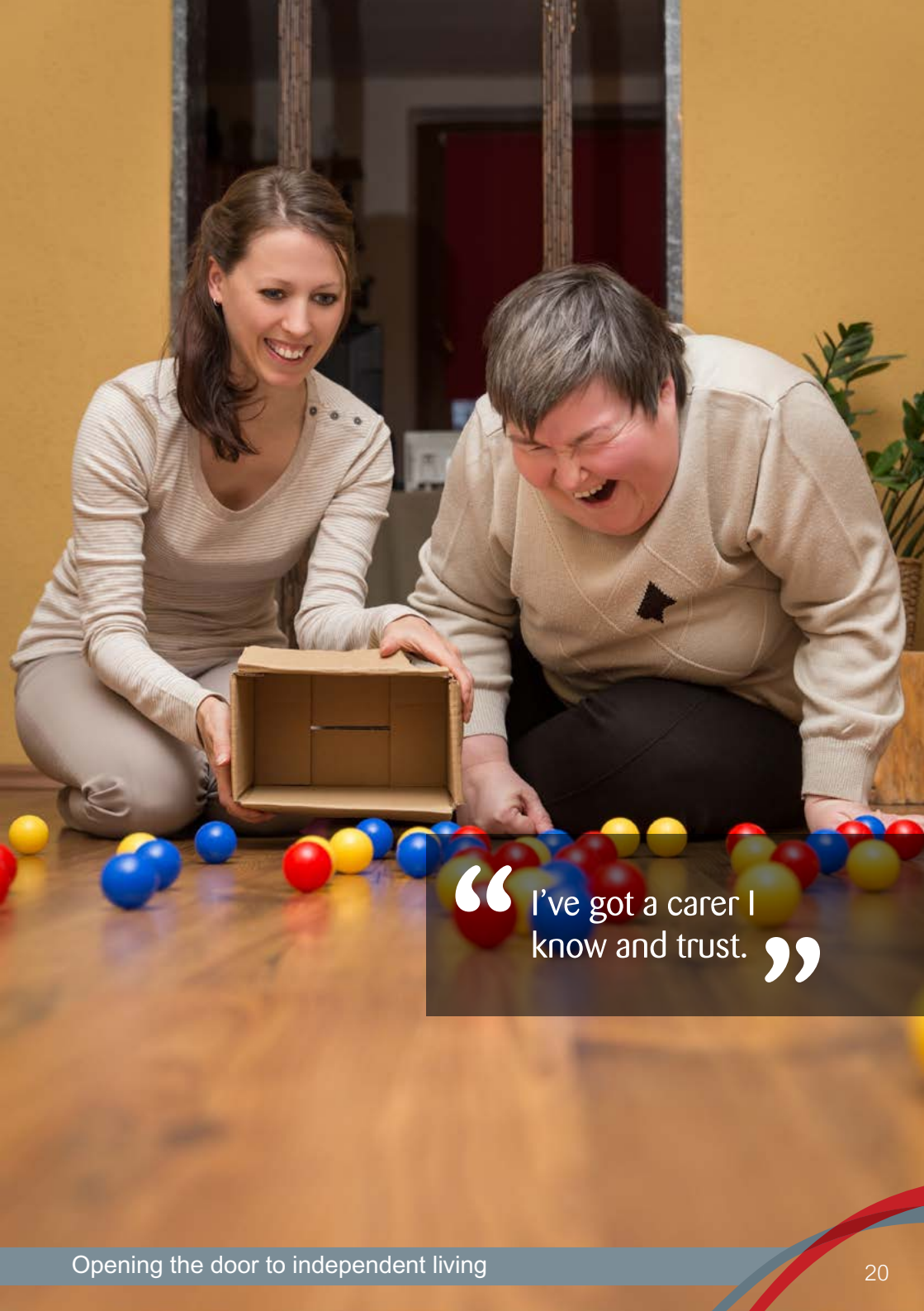
Date: 01/11/2017

# The Penderels Trust Ltd

Balance Sheet as 31<sup>st</sup> March 2017

Notes	£	2017 £	2016
<b>FIXED ASSETS</b>			
Tangible assets	13	37,921	61,487
<b>CURRENT ASSETS</b>			
Debtors	14	1,070,392	934,413
Investment	15	1	1
Cash at bank and in hand		530,461	673,821
		<hr/>	<hr/>
		1,600,854	1,608,235
<b>CREDITORS</b>			
Amount falling due within one year	16	(192,608)	(360,620)
		<hr/>	<hr/>
<b>NET CURRENT ASSETS</b>		1,408,246	1,247,615
		<hr/>	<hr/>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		1,446,167	1,309,102
		<hr/>	<hr/>
<b>NET ASSETS</b>		1,446,167	1,309,102
		<hr/>	<hr/>
<b>FUNDS</b>			
Unrestricted funds:	18		
General fund		1,409,174	1,210,560
Restricted funds:		36,993	98,542
		<hr/>	<hr/>
<b>TOTAL FUNDS</b>		1,446,167	1,309,102
		<hr/>	<hr/>





“ I’ve got a carer I know and trust. ”

# Areas of Support



# Local Authorities

## As of 2017

- Barnsley
- Birmingham
- Bracknell Forest
- Brent
- Bournemouth
- Cambridgeshire
- City of London
- Coventry
- Cumbria
- Derbyshire
- Doncaster
- Dorset
- Ealing
- East London
- East Riding of Yorkshire
- Flintshire
- Gateshead
- Gloucestershire
- Hartlepool
- Herefordshire
- Lincolnshire
- Middlesbrough
- Nottinghamshire
- North East Lincolnshire
- North Lincolnshire
- Poole
- Redcar & Cleveland
- Rotherham
- Salford
- Sheffield
- Shropshire
- South Gloucestershire
- Sunderland
- Wakefield
- Waltham Forest
- Wandsworth
- Warwickshire
- Westminster
- Wirral
- Wolverhampton
- Worcestershire
- Wrexham
- York

---

## Clinical Commissioning Groups

### (Personal Health Budgets support)

- Bolton
- Bristol
- Cambridgeshire & Peterborough
- Central Midlands
- Gloucestershire
- Greater East Midlands
- London Wandsworth & Merton
- Manchester NHS
- Midlands & Lancashire
- Nene & Corby
- Nottinghamshire
- Northamptonshire
- Salford
- Sheffield NHS
- South London
- Tees Valley Wide
- Wakefield
- Wolverhampton

# Promoting Financial Independence

As mentioned previously in this report, Penderels Trust has seen its Promoting Financial Independence (PFI) service grow exponentially over the last few years.

Our PFI service offers a programme for individuals who need some support to manage their personal finances. This is a three month programme (with options to extend) during which a member of the PFI team will support the individual with budgeting and managing their finances without taking overall control.

The emphasis is on empowering the individual to take responsibility for their finances and to give advice and guidance on how to budget for the future. The aim is also to prevent the need for an ongoing appointeeship service.

**We have a number of success stories from our PFI team.**

## Case Study One

### Profile:

Man, 36 years of age, with learning difficulties.

### Lives:

In supported housing.

### Details:

The man's mother was his appointee and he had never managed his own money before. He was referred to Penderels Trust for an appointeeship as part of a service transfer. Following the initial visit, it was felt that the man may be able to manage his own money with support.

It was found that the mother was withholding some of his benefit money for her own use, leaving him without sufficient funds to support himself. He was then referred to safeguarding. After discussions with the mother, the appointeeship was revoked. We found he was on the incorrect benefits so supported him to apply for these, he now receives the right benefits plus a back dated lump sum.

The man is now able to manage his own money. He has his money monitored on a bi-monthly basis. He can now afford to buy new clothes, furniture and has saved up to go on holiday for the first time.



## Case Study Two

### Profile:

Lady, late 70s, with learning difficulties.

### Lives:

In a retirement village.

### Details:

The lady has only recently moved, prior to this she lived in her own house. It was in poor condition and there was evidence of self-neglect. She had built up debt.

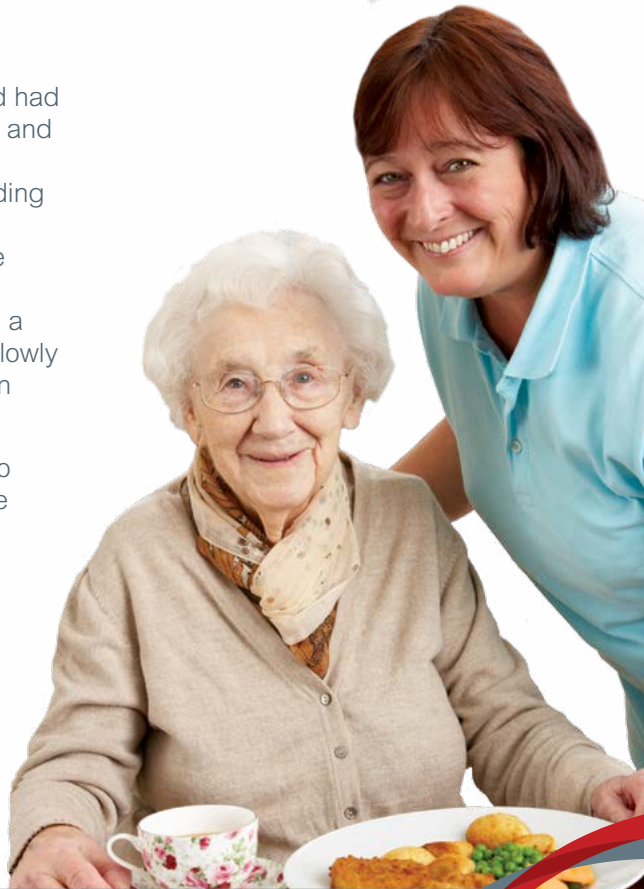
She was in hospital for a considerable length of time and had lost confidence to do any tasks and look after herself.

Her sister-in-law assisted in finding a flat in the retirement village but couldn't look after her in the long term. Now the lady has a PFI package. We visited her on a weekly basis to start with and slowly stepped away to fortnightly then monthly.

She is very diligent in sticking to her budget and giving us all the information we require.

We now visit the lady on a bi-monthly basis just to make sure she is continuing to manage her money. Her confidence has increased and she is now able to look after herself properly.

She goes to the village café for lunch every day which means not only is she getting a hot meal, she has made lots of new friends. Her care package as also now reduced as her independence has grown.







### Penderels Trust

Wheler Road, Seven Stars Estate,  
Coventry, CV3 4LB.

Tel: 02476 511611

Email: [enquiries@penderelstrust.org.uk](mailto:enquiries@penderelstrust.org.uk)

### Penderels Trust Payroll Bureau

Tel: 02476 511375

Email: [payroll@penderelstrust.org.uk](mailto:payroll@penderelstrust.org.uk)

[www.penderelstrust.org.uk](http://www.penderelstrust.org.uk)