



# Penderels Trust

## Annual Report 2010

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# An introduction from the chairman

It hardly seems twelve months since we were celebrating the Trust’s coming of age and listening to Alison Lapper MBE, our guest speaker, at the annual meeting telling us how she approaches life as a disabled person. Her determination to live the life she chooses encapsulates the ethos of all those involved in the Trust - freedom from prejudice, choice and the tools to make independence a reality.

Within this report, you will read about the Trust’s activities in supporting nearly 8,000 people throughout the country and the challenges we face as an organisation in this time of a changing social care world. We are very aware of the financial constraints that government at all levels is faced with. And how, in spite of this, they can continue to offer personalised support and choice to those adults and children who require it due to their disability or ill health.

Innovation is the key. Our record of service development in every area of our work demonstrates that, as an organisation, we constantly strive to provide the necessary services in a way that meets our customers’ needs and encourages their independence and individuality.

You will read of our expansion into other areas that enhance our core services, the aim being to offer our customers a complete service or for them to “pick and mix” those they require.

I am very fortunate as chairman that Penderels Trust has a group of trustees with a wide range of skills to bring to any discussion and to help plan the strategic direction of the organisation. As always Dick Harris, my vice chair, has been there to support me. Sadly, Peter Henson, one of our most committed trustees, recently died unexpectedly. He will be sadly missed. As always, my thanks go to my fellow trustees for their continued support.

We are equally blessed with a Chief Executive whose many years of experience and management skills have helped to keep Penderels Trust ahead of the game. She is ably assisted by our Director of Operations who, having come from the private sector, brings that commercial knowledge with him and is always at the forefront of the developments in social care.

In turn, they are well supported by a team of skilled managers and staff based at head office and by the various teams located throughout the country. They are all ambassadors of the Trust. I thank you all for your hard work and commitment and for enabling Penderels Trust to still be here, providing services that enable people to live the life they choose.

**Penny Collard** | **Chair**

**October 2010**

# Governance - April 09 to April 10

At the beginning of the above period, the Trust was governed by a total of eleven Trustees, all of whom were also Directors of the Company. There were ten Trustees from May 09 onwards following the resignation of David Titcombe.

<b>Penny Collard</b>	<b>Chairman</b>
<b>Dick Harris</b>	<b>Vice Chair</b>
<b>John Deutsch</b>	<b>Trustee</b>
<b>Peter Collard MBE</b>	<b>Trustee</b>
<b>Sarah Henson</b>	<b>Trustee</b>
<b>Peter Henson</b>	<b>Trustee (deceased July 10)</b>
<b>John Finnie</b>	<b>Trustee</b>
<b>James Moraghen</b>	<b>Trustee</b>
<b>Jan Pugh</b>	<b>Trustee</b>
<b>Andy Wright</b>	<b>Trustee</b>



# Chief Executive's Report

Last year we celebrated 21 years of existence, looking back at the development and growth of the Trust. But our 22nd year has been about looking forward and identifying the strategy, knowledge and resources necessary to meet the challenges ahead.

The challenges were threefold: the implementation of the Personalisation Agenda and the preparation required to meet the demands of the market place; the effect of a large number of our contracts all renewing at a similar time and the need to look at ways of protecting the financial stability of the Trust.

The Personalisation Agenda provides individuals with disabilities with the opportunity to purchase a range of services, not just care, direct from the provider of their choice. One of those services could be assistance to employ staff; a service usually purchased by a local authority under contract and made available, apparently without charge, to individuals with disabilities.

The Personalisation Agenda also creates challenges for service providers. Local authorities are now more likely to commission services on a unit cost basis thereby enabling individuals to purchase services from a range of providers. Whilst this may be a step forward for the customer, the provider organisation is placed at risk, potentially having to pay upfront not only for the cost of establishing (or taking over) a service, but potentially delivering this in advance of any payment.

Therefore one of our primary objectives was to raise the profile of the Trust to ensure both individuals and local authorities were aware of our existence and the services we have to offer.

We achieved this by establishing a marketing team, led by a marketing manager, Caroline Clay, who is supported by three staff. Working on a national basis the team has already been successful in attracting additional work, particularly Third Party Supported Accounts (TPSA), where care funding is managed by the Trust on behalf of the individual. The team has also been successful in marketing our Appointeeship service, which supports individuals to manage their personal finances.

The trustees also approved the appointment of a strategic finance manager, Mark Stirling, to work alongside the operational finance manager, John Brown, and in partnership with the marketing and new business manager, Lucy Curzon. This provides us with a financial overview and future projections, both of which are an essential component of a strategic plan.



However simply raising our profile was insufficient. We also needed to innovative and provide cost effective service options, both for local authorities who still may wish to purchase in bulk, or individuals accessing services that meet their individual needs. To achieve this we worked collaboratively with two private sector companies thus providing a unique package consisting of Penderels Trust payroll services together with employer's liability and indemnity insurance.

Another challenge arose as a result of a large number of our contracts all falling due for renewal early in 2011. The preparation of new bids represents a substantial investment of time and effort by some senior managers, and as such required considerable preparation and planning. However we presented a range of proposals to local authorities which we believe represented cost effective, innovative and attractive options. As a result a number of local authorities have now extended their contract enabling them to consider what the emerging market holds for them.

We also took time to look at the Trust's image. The 'little house' symbol has served us well since the Trust was established, but it now looks dated and tired. The trustees therefore approved a new logo that continues to reflect the independent living ethos represented for so long by the house, but is now contemporary and visually appealing. The new logo is already in use but will be formally launched at an event in the near future.

Perhaps the most exciting development has been the trustee's decision to establish a new company. All About People (Coventry) Ltd (AAP) will attempt to match personal assistants to employers and minimise the onerous and time consuming recruitment process for individuals with disabilities. As a private company owned by the Trust, the directors will be able to use any income generated not only to benefit AAP, but to provide an additional income stream to contribute to the financial stability of Penderels Trust.

Much of the above has been driven forward by Paul Reynolds who joined us Director of Operations in November 2009 after the resignation of Lizzy Sparkledoom. Paul brought with him many of the skills, ideas and motivation utilised during his time in the private sector. This has bought a new sense of direction and enthusiasm to the whole organisation.

None of the above would have been possible without the continued support and dedication of the existing staff; the contract, human resources finance and new business managers, team leaders and fieldworkers, the finance and administrative teams. I have reserved a special mention for staff in the Payroll Bureau, particularly the team leader, Sue McDonald who has continued to improve the service year upon year. Also a 'thank you' to Sylvia Peak who retired from the role of Office Manager, and my PA, in August and has now been replaced by Ais Reynolds.

I also reserve a special mention for those staff who have been with the Trust from the outset; Sue Riley, Sharon Carter and Lucy Curzon. I thank you for your continued commitment to the success of the organisation and, along with Claire Bickford, Yvonne Beadle, John Brown, and Debbie Burrows, represent the backbone of the organisation. Sadly, after 17 years, Lucy Curzon will soon be leaving us for pastures anew. Lucy has been the person responsible for attracting all of our business almost up to the present day. To say she will be missed is an understatement. I wish her luck and a happy future.

I must also recognise the contribution made by the trustees whose personal life experiences and continued commitment contribute to the success of the company. Special thanks go to Penny Collard, the Chair and Dick Harris, the Vice Chair whose long term involvement has provided stability and support to me in leading the company. Sadly we recently said 'goodbye' to one of our trustees Peter Henson, whose sudden death was a shock to all of us. His incisive questions and commitment will, I am sure, be missed by everyone.

The next 12 months will be a challenging time for Penderels Trust. But I am optimistic we have prepared well and have sufficient skills and knowledge to deal with whatever the future holds for us.

**Jackie Wakelin** | Chief Executive

**October 2010**

## Director of Operations Report

The 2009-2010 financial year has been one of reflection, transition, preparation and change for Penderels Trust. This has been a necessary period of company wide adjustment in response to the changes in social care legislation. As a result, we have developed a wide variety of new products and services that we are confident will meet the changing commissioning needs of local authorities, as well as providing innovative solutions to individuals' care and support needs.

Personalisation, and placing more choice and control in the hands of service users, continues to be the key focus for Penderels Trust. Many of our new services reflect how we are continually adapting to changing needs. This adaptability is a key component to delivering services – Penderels Trust (and the people we support) now operates in a much broader spectrum of support than we did back in 1997 when direct payments were first introduced.

In March 2010, we were awarded a framework contract in Coventry to provide support brokerage services to individuals across the city. As we have previously provided support brokerage in Lincolnshire, and currently do so in Westminster, this has placed our staff team in an excellent position to enable individuals to source innovative and creative solutions to help them meet their care and support outcomes. In order to help us continue to develop our support brokerage services, we have invested in training for key staff across the organisation that will be completed by late 2010.

Also in March 2010, we were delighted to be awarded a contract to provide direct payment support to children and families in Bournemouth, Dorset and Poole. This work commenced in May 2010 and was a different type of contract for us (reflecting the changing commissioning needs of local authorities). We were awarded a sum of money to provide advice and support, and then to market our services across the three local authority partners to people in receipt of personal budgets who were given an additional amount of funds to purchase support services.

This new way of marketing our services directly to individuals rather than the bulk purchasing of services by local authorities may be seen by many as a challenge. We believe we have risen to this challenge, and early in 2010 our board of trustees approved several new positions to help us market our services across the country. Two new business development roles in the Midlands and London were designed to deliver similar promotions to those already undertaken by staff in Sheffield. Caroline Clay has joined us as our first marketing manager to help us develop an array of promotional materials that provided individuals with succinct information about our improved menu of services.



This menu of services has been developed over the 2009-2010 year in consultation with staff, trustees, service users and our local authority partners. Many of these services will be launched at our 2010 annual general meeting. The menu now offers a wide range of existing and new services that include:

- Advice and guidance on managing community care monies
- Third party supported accounts designed to meet individual need
- Payroll services (including BACs option for all customers)
- Support planning and brokerage services
- Pre-appointeeship & appointeeship money management services
- Increased range of training provision (including the innovative new 'Personalisation for Personal Assistants' course)
- Payroll-employer's liability insurance-indemnity bundle

One of our biggest investments and developments in the 2009-2010 year has been the preparation to launch our new company (All About People). This will be an introductory agency for matching potential personal assistants to employers. All potential personal assistants will have been pre-screened, background checked, undergone CRB clearance and be ready to start work within a pre-agreed period of time. The aim of the service is to be able to provide profiles of potential staff and cut down significantly on recruitment time and costs. Individuals using the service to choose staff will pay a fee – and we are able to offer either one off payment terms or more flexible payment methods. We are launching this exciting new service to all service user groups at our annual general meeting. Many of the existing options in the menu of services have been continuously improved over the past 12 months. Sue McDonald continues to oversee our

Payroll Bureau, which has gone from strength to strength. We have invested in new software systems, as well as more efficient hardware solutions. We have also been able to offer BACs payments to payroll users – where personal assistants can not only be paid directly into their bank accounts, but employers can now pay invoices by direct debit.

These improvements have led to a 20% increase in usage of our services. From April 2009 – March 2010, we offered a complete payroll service to 5,126 employers and are currently processing approximately 7,825 payslips per month. I'd like to thank Sue and the payroll team for all their hard work in implementing new systems and ensuring we continue to offer a high level of quality in our services.

Our Third Party Supported Account service (TPSA) has enabled a wide range of individuals who require additional support in managing their care funding to access direct payments and personal budgets. Birmingham, in particular, has been a beacon office for this service with 13% of our national provision operating in this location. We now have a dedicated team in Birmingham who ensure continued satisfaction with this invaluable service. This dedication is matched by staff in many of our other offices, who continue to provide TPSA support to individuals. By March 2010, we were providing the service to 735 people – an increase of 32% on the previous year. This service goes from strength to strength and a new training refresher course has been developed for all staff to ensure continuous improvement.

Another form of money management offered this year has been support with managing the daily finances of vulnerable adults. This is known as an appointeeship. We have initially offered this service in Sheffield and we were working with 3 individuals by the end of March 2010. This service has since grown, and we have also piloted a pre-appointeeship service in Coventry – a preventative money management support programme with the aim of helping people develop skills to manage their own daily finances without the need for an appointeeship. We are now getting a lot of interest in this pilot scheme from other local authorities and are rolling it out nationally.

The increased need for all of our money management services has meant an expanded workload for our finance department. John Brown continued to oversee the finance team in the 2009-2010 year and established systems to help the company prepare for an increased workload. The implementation of a new accounting programme, Sage 200, will be complete by early October 2010; this will enable us to cope with the increased number of TPSAs and appointeeships and provide enhanced (and time saving) reporting capabilities. Furthermore, we will be running two systems, Sage 50 for Penderels Trust internal accounts and Sage 200 for the TPSAs. Each will have its own independent bank account.





John is supported by Mark Stirling who recently joined us as finance manager with the responsibility for strategy. Mark works closely with the senior management to advise on the future direction of the Trust in addition to overseeing the development of All About People.

In early 2010, restructuring of the finance team took place in order to deal with the increases in both the workload and the complexity of the activities within the finance department. The team has done well to respond to the challenges of the increasingly varied packages required by our contracts and customers and I would like to thank them for all their hard work.

Our training team, overseen by Olivia Green, continues to develop courses to match the needs of both people we support and our local authority partners. We now offer several courses on direct payments and personal budgets, as well as locally delivered Good Employer Workshop sessions for any people who employ personal assistants. Feedback from attendees has led to the development of a Good Recruitment Tips session, which will launch at the end of 2010.

The training team have also been busy developing internal training for our staff team. The Back to Basics course is a refresher course for all staff that reaffirms person centred planning and a focus on outcomes for those we support. This was launched in early 2010 and operates on a rolling system to ensure all staff access this essential training. Also developed is a new TPSA training course for staff, an appointeeship workshop and (as previously mentioned) a ‘Personalisation for Personal Assistants’ course, which will be launched by the end of the year. This course is designed to develop enabling practices for those working with individuals with disabilities. The course will be available to personal assistants, as well as marketed to domiciliary care agencies.

It goes without saying that much of our work in 2009-2010 was spent developing the contracts we have with our local authority partners. We ensure continuous improvement through close partnership arrangements and are proud that as of March 31st 2010, we are working with 18 local authorities nationally. We were, of course, disappointed when Brent decided to take their direct payment support service in-house in December 2009, but we continue to offer a TPSA service in that area. This places us as the market leader for independent living support, and between April 2009 and March 2010, we supported 8162 people, enabling them to access information and make choices about their individual support package. On the next page is a breakdown of the above figures into service user groups:



Adults with physical disabilities	2673
Older people	2173
Adults with learning disabilities	1203
Children with disabilities/Young adults	1213
Adults with mental health support needs	543
Adults with sensory impairment	124
Carers	108
Specialist needs	125

Of course, all the services and developments discussed in this report have had input from people who use our services on a regular basis. We place a high value on service user input and were pleased to be officially accredited as a User Led Organisation in Coventry in March 2010. This was based on our commitment to involving service users in all aspects of our service. In addition to ongoing input through local peer support forums and our Penderels User Group, we also sent out 7,877 Annual Quality review forms for the 2009/10 year, of which 1,256 were returned (approximately 16%). Any issues raised in the reviews have been addressed locally and analytical reports are prepared for each local authority area.

Finally, I would like to thank Jackie Wakelin for the support given to me in her role as chief executive and the excellent management team for their commitment and dedication – Sue Riley, Claire Bickford, Sharon Carter, Yvonne Beadle, Lucy Curzon, Caroline Clay, Debbie Burrows, Sylvia Peak, Mark Stirling and John Brown. I'd also like to thank all the staff at Penderels Trust for making our service such a positive, forward thinking beacon in the field of independent living. The 2010-11 year will be challenging, but I believe we have a staff team who are able to help us rise to that challenge. I'd also like to thank the trustees who give so generously of their time to ensure our services remain true to our original aim – “opening the door to independent living”.

Paul Reynolds | Director of Operations

October 2010

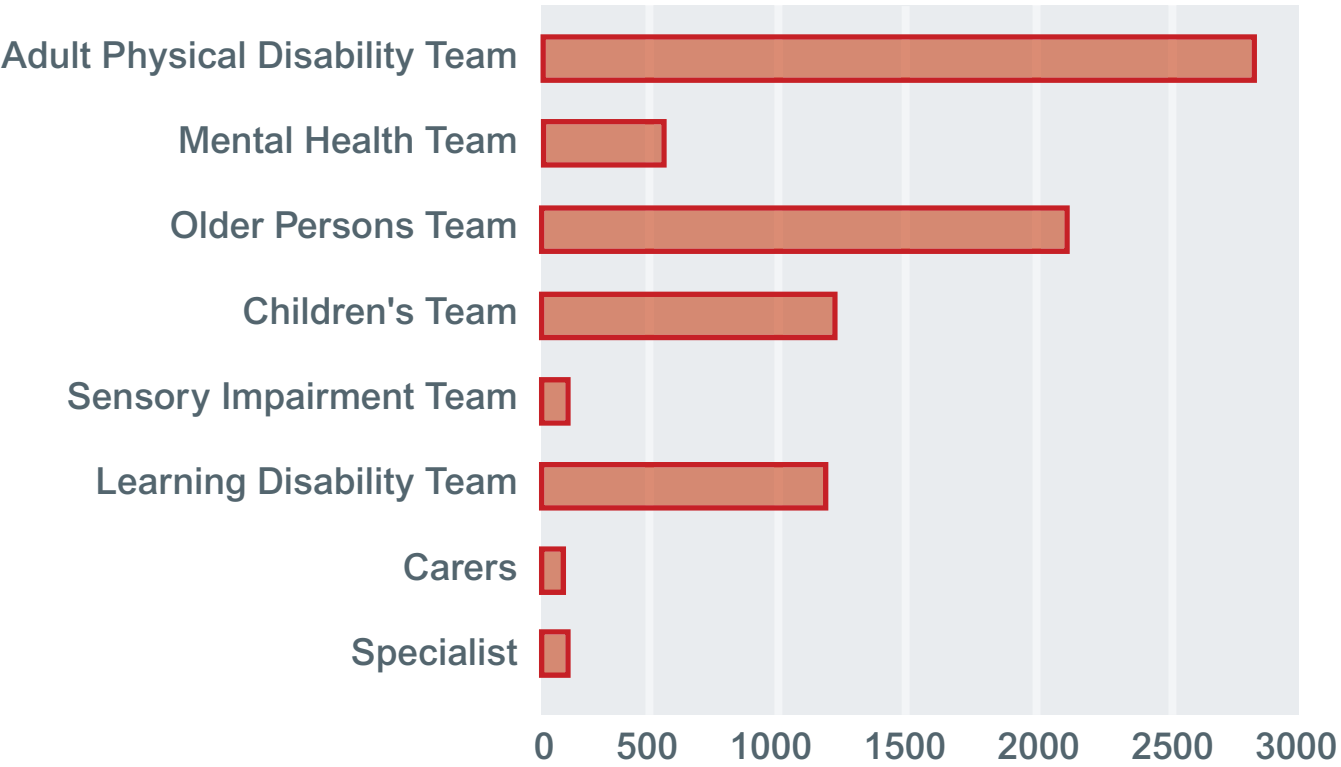
## Mission Statement

“To enable people with disabilities to live independent lives in the community”

## Service volume by local authority areas

CONTRACT AREA	SERVICE USERS	CONTRACT AREA	SERVICE USERS
Barnsley	230	Wakefield	488
Birmingham	1316	Wandsworth	328
Coventry	559	Worcestershire	524
Flintshire	154	Wrexham	85
Gloucestershire	853	Westminster	529
Grimsby	324	Wolverhampton	503
Lincolnshire	935		
Redbridge	639		
Scunthorpe	246		
Shropshire	449	Total	8162

## Service volume by primary care teams





# Growth in payroll provision 2009/2010

LOCATION	2009	2009/10	LOCATION	2009	2009/10
Coventry	196	239	Flintshire	82	100
Birmingham	735	924	Doncaster	93	81
Grimsby	198	247	Westminster	326	377
Wandsworth	163	207	Wakefield	202	264
Shropshire	6	5	Barnsley	82	97
N. Lincolnshire	89	134	Private	60	55
Worcestershire	200	241	Wolverhampton	235	314
Sheffield	428	319	Gloucestershire	450	646
Brent	210	287			
Wrexham	2	9			
Lincoln	468	580			
			Total	4225	5126



# 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 31st March 2010 on pages eight to twenty one of the financial report. The financial statements have been prepared under the accounting policies set out therein.

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 trustees 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the charitable company for the purposes of company law) have responsibilities for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out on page four of the financial report.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, are properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice and are prepared in accordance with the Companies Act 2006. We also report to you whether, in our opinion the information given in the Report of the Trustees is consistent with those financial statements.

In addition, we report to you if, in our opinion, the charitable company has not kept adequate accounting records, if the charitable company's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Report of the Trustees and consider the implications for our report if we become aware of any apparent misstatements within it.

### Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

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

### Opinion

In our opinion:

- the financial statements give a true and fair view of the state of the charitable company's affairs as at 31st March 2010 and its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Report of the Trustees is consistent with the financial statements.

M Shabbir (Senior Statutory Auditor)  
For and behalf of Armstrongs Accountancy Limited  
Sovereign House, 12 Warwick Street  
Earlsdon, Coventry, West Midlands  
CV5 6ET

Date: 14th October 2010

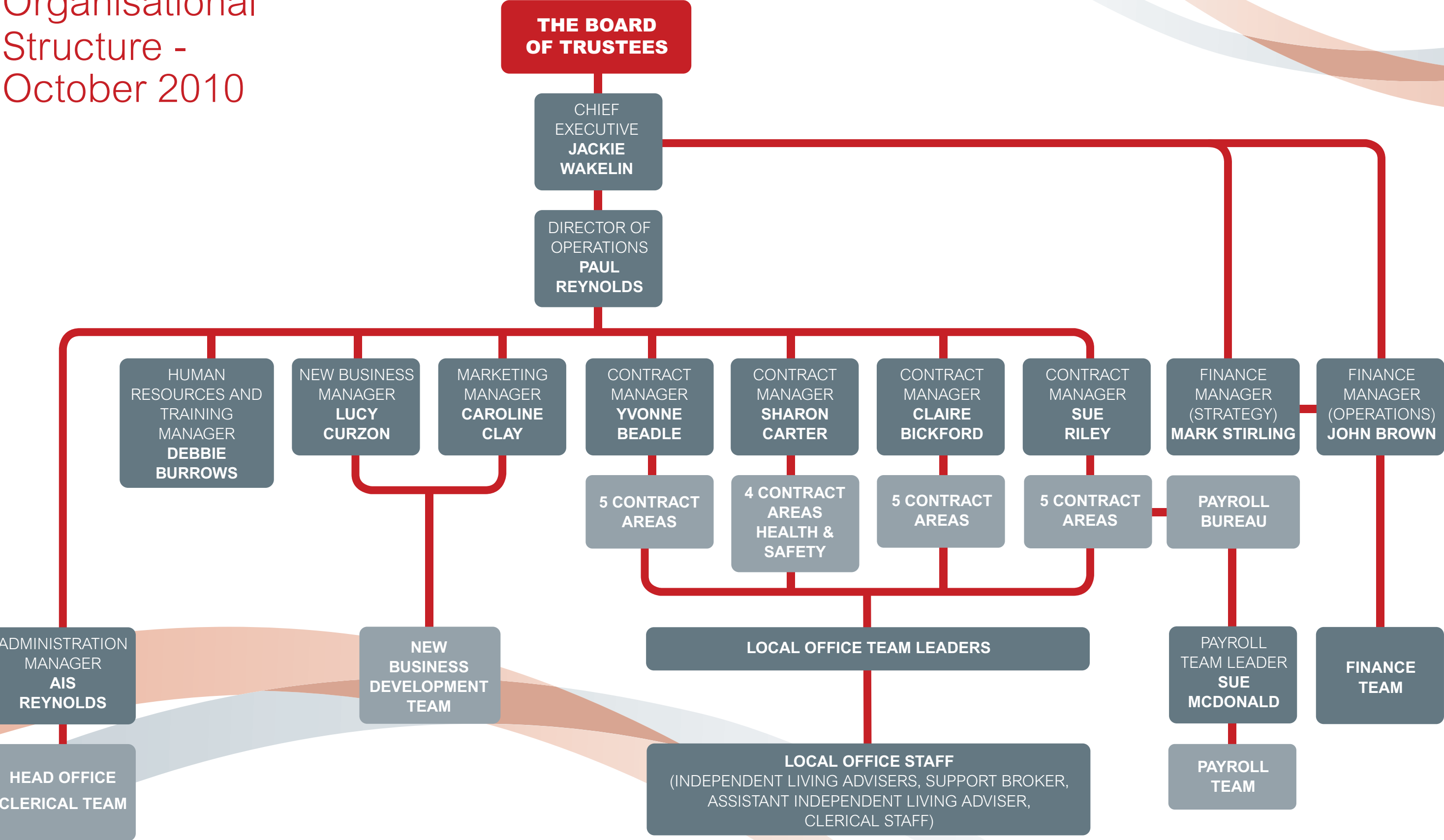
# The Penderels Trust Ltd

## Balance Sheet at 31st March 2010

	£2010	£2009
<b>FIXED ASSETS</b>		
Tangible assets	51,198	55,442
<b>CURRENT ASSETS</b>		
Debtors: amounts falling due within one year	442,293	391,200
Investments	2,600,000	1,825,000
Cash at bank and in hand	2,040,523	1,817,798
	<u>5,082,816</u>	<u>4,033,998</u>
<b>CREDITORS</b>		
Amount falling due within one year	(3,830,671)	(2,902,577)
<b>NET CURRENT ASSETS</b>	<u>1,252,145</u>	<u>1,131,421</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u>1,303,343</u>	<u>1,186,863</u>
<b>NET ASSETS</b>	<u>1,303,343</u>	<u>1,186,863</u>
<b>FUNDS</b>		
Unrestricted funds:	967,936	912,770
General funds:	335,407	274,093
Restricted funds:		
<b>TOTAL FUNDS</b>	<u>1,303,343</u>	<u>1,186,863</u>



Organisational  
Structure -  
October 2010



# Office Contacts

<b>Barnsley</b>	barnsley@pendereltrust.org.uk	<b>Tel:</b> 01226 201661 <b>Fax:</b> 01226 208266
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<b>Wrexham</b>	wrexham@pendereltrust.org.uk	<b>Tel:</b> 01978 291660 <b>Fax:</b> 01978 291290



## Penderels Trust

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Coventry, CV3 4LB.

## Penderels Trust Payroll Bureau

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Coventry, CV3 4LJ.