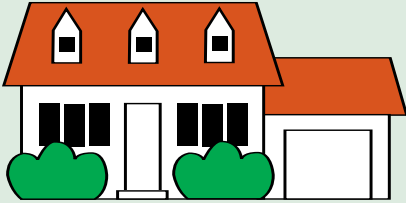


PENDERELS TRUST



**21 years of
"opening the
door to
independent
living"**

**ANNUAL
REPORT
2008-2009**



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

CONTENTS

	Page
A word from the Chairman	2-3
Governance	4
Chief Executive's report	5-8
Director of Operations report	9-12
Charlewood Road	13-14
Statistics	
– Service volume by local authority areas	15
– Service volume by primary care teams	16
– Growth in payroll provision 2008/09	16
Auditors report	17
Balance sheet	19
Organisational structure	20
Company contact details	21-22

A WORD FROM THE CHAIRMAN

This is a very special year for the Trust and one I find difficult to believe we have reached. A twenty first birthday is not something those of us that established the Trust all those years ago could have possibly envisaged. Twenty one years ago we were supporting just a handful of people; today we are justifiably proud to say we are working with over 7,000 people and their families, supporting them to continue to live independently in their communities.



I well remember the very first person to be supported by the Trust; a young woman who had lived much of her life in residential care. I recall her excitement as she chose the furnishings for her new home, which was a lovely bungalow in a leafy part of Coventry. I also remember collecting the cheque from the City Council for her support and taking it to her. I remember the excitement as three ex residents of the Penderels residential home moved into their own self contained bed sits in Charlewood Rd which would be their home for the next 20 years.

This was in the days just before the Trust was established as a legal entity and Scope (then the Spastics Society) was responsible for the money. The rest, as they say is history. Within a short time the Trust was supporting an increasing number of people in Coventry. We were then approached by Solihull Council who had heard of our innovative work and our expansion into the wider world started.

I met up recently with one of the Coventry City Council's senior officers, (now retired). He was instrumental in establishing the "vision" of the Trust; an organisation which enabled and supported people with disabilities to achieve their goals in life. He was amazed at the growth of the organisation and its achievements. I suppose it helped me to look at our history through his eyes; starting with the closure of residential home in 1988, through to today's organisation with a turnover of £4.1. It is something that I, as Chairman, am immeasurably proud of.

My thanks go to all the staff at Penderels who have helped make the original dream a reality, especially those who have been with us since the very beginning, or joined in those early years when working for Penderels was more of an act of faith than a rational decision.

Jackie Wakelin, now our Chief Executive, remembers attending meetings where decisions were being taken regarding the closure of Penderels residential home, and who was subsequently given the responsibility of managing the fledgling Trust alongside her (then) local authority responsibilities.

Sue Riley, now a Contract Manager, was one of our first employees, and was soon joined by Sharon Carter, (also a Contract Manager), followed swiftly by Lucy Curzon (New Business Manager). These people have been the backbone of the organisation, and helped to make it what it is today.

But I cannot close without thanking Peter, my husband, who has been committed and involved in the work of the Trust since day one and, even when not acting as a Trustee, has offered his support and remained a driving force. I must also mention Dick Harris, Vice Chair who moved from London into Penderels Home at the time of its closure, and acted as caretaker whilst purchasing his own family home in the city. He has been involved ever since, staunchly supporting both me as Chairman and acting as an ambassador for our work.

May the next 21 years be as successful!

Penny Collard
Chair

October 2009

GOVERNANCE – APRIL 08 TO MARCH 09

In the above period the Trust was governed by a total of eleven Trustees, five of whom were also Directors of the Company. (There are currently ten Trustees and five Directors as Andy Wright joined us in July 09). They are as follows:

Penny Collard	Chairman/Director
Dick Harris	Vice Chair/Director
John Deutsch	Trustee/Director
Peter Collard MBE	Trustee/Director
David Titcombe	Trustee / Director (resigned May 09)
Sarah Henson	Trustee
Peter Henson	Trustee
Janet Bentley	Trustee (resigned April 08)
John Finnie	Trustee (joined June 08)
James Moraghan	Trustee (joined June 08)
Jan Pugh	Trustee (joined June 08)
Andy Wright	Trustee (joined July 09)

MISSION STATEMENT

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

CHIEF EXECUTIVE'S REPORT

Summarising 21 years of the work undertaken by Penderels Trust is akin to writing the history of community care.

Penderels Trust exists as a result of the forethought of two organisations – Coventry & District Society (as was) and Coventry City Council who, well in advance of Care in the Community, made a forward thinking (and well made) decision, to enable disabled people to have a choice about the lives they led.

This was a brave decision. Although some funding was available via the Independent Living Fund, the Community Care Act was not implemented until 1990, and with it the first sign that choice and independence had arrived for disabled people. This was indeed the start of something big!

From 1988 to 1997 the work of the Trust was closely allied to that of Coventry City Council, with four of the current staff team employed in local authority residential services. But in 1997 the 'purchaser provider split' took place, and where once we would have assessed service users needs, we now had to stand back as social workers took on that role.

It was the time for the Trust to stand as an independent entity therefore, in April 1997, the Trust became just that, and four staff left the security of local authority employment and transferred to their new (and as it turns out), long time employer.

In 1988 many disabled people lived in residential care, disabled person's accommodation supplied by the council, or with their parents. Independence was afforded to the most determined rather than as a right for all. But the implementation of the Community Care Act changed both the perception of independence and the opportunity for people to have a true choice.





The early pioneers of independent living were supported by Community Service Volunteers (CSV's), (not to be confused with those on Community Service Orders). However this arrangement, whilst affording an excellent opportunity for the most adventurous individuals to move into the community, occasionally created problems for their supervisors, quite often in the middle of the night.

Unlike today, access to funding was not straight forward. It was not legal to pay funds direct to a disabled person and indirect payments were made to agencies e.g. the Trust, who then paid the money to the individual.

Having to use a third party was costly, inappropriate, expensive and unpopular. But in 1997 Direct Payments became legal and focus of our services changed to meet the ever increasing demand. We no longer needed to receive and forward funds; instead we were able to help people achieve independence with support from their own staff.

Since 1997 our growth has at times been remarkable. In 1997 we worked solely with Coventry City Council, but by the year 2000 we were working in seven areas which had increased to eighteen areas by 2004. This figure has remained relatively steady ever since.

One of our undeniable successes has been the provision of supported independent living for three people, all of whom had complex needs. Twenty years ago the idea that people with such complex needs could live full lives outside residential care would have been seen as unacceptable. Referred to simply by it's location, Charlewood Rd, provided an alternative way to enable people to live in the community.

A separate report provides a greater insight into the nature of the accommodation, recognising the early days when the tenants were 'looked after' by CSV's, to the latter years where a team of trained staff provided support, enabling the tenants to live full and challenging lives.

Sadly nothing lasts for ever and changing legislation, coupled with the diminishing capacity of the tenants, contributed to their relocation and the subsequent closure of the home.

But no sooner had we consolidated our work and legislation took another step towards true independence for disabled people with the arrival of Individual Budgets and the Personalisation Agenda. Until now being 'independent' has been more about care support; but it is much more. It represents the right to experience every aspect of a full life –whether that be socially, in leisure time, educational opportunities, or the right to be healthy. It also means the right to experience the risks and responsibilities we all face. Disabled people will soon be able to use their allocated funding to purchase a range of different services from a range of different providers.

We are working to embrace these changes, but we are also presented with a challenge. Previously the majority of our income is accessed by attracting block contracts with a guaranteed income over a stated period of time. Once disabled people are given the money directly, local authorities are unlikely to enter into large block agreements, preferring to establish a 'preferred provider list'. Whilst this is a major step forward for disabled people, the provider market may become destabilised as organisations lose the guaranteed incomes, and attracting and retaining new business become the driving force rather than quality.



But we are still here and it is especially appropriate that we are celebrating a success story at a time of doom and gloom brought on by the recession. I find it incredible that 21 years later seven people; three trustees and four staff, remain at the forefront of the organisation.

We have all come a long way since four peripatetic instructors 'cared for' three disabled people in a bungalow in the grounds of a residential establishment, the forerunner to life at Charlewood Rd.

We have come a long way since we left the safety of local authority employment with no guarantees regarding our future. Twenty one years on we lead an organisation employing 140 staff which, in the intervening period has provided support in twenty seven different local authority areas, and now supports approximately 7,000 individuals.

The existence (and success) of the Trust has, without doubt, been down to the initial risk taken by four staff, together with the foresight and dedication of Penny & Peter Collard, without whom Penderels Trust would most certainly never have become a reality.

Many things have changed – the politics (both 'P' and 'p'), our services, our staff, the legislation, to name but a few. But as we celebrate our coming of age there remains one constant – that we continue 'opening the door to independent living' for many more disabled people for the next 21 years.

Jackie Wakelin
Chief Executive

October 2009



DIRECTOR OF OPERATIONS REPORT

As we reach our '21st Birthday' we have seen another successful year, although it has not been without its challenges and disappointment. The most disappointing of these was the closure of our small group home, simply referred to as '**Charlewood Road.**'

The closure of Charlewood Rd marked the end of an era. It provided a safe haven for, initially, three people all with complex needs, at a time when, traditionally many people with learning disabilities were placed in a residential home. (Please refer to the separate article on '20 years of Independent Living' by **Sue Riley**). Sue was responsible for overseeing the property for the entire 21 years, a remarkable achievement both in length of time and quality of support delivered.

We were also disappointed when we were unsuccessful in retaining our contract with Sheffield City Council. The contract was very different from that we had seen previously, with an expectation that the incoming provider would take on responsibility (and therefore the risk) of the existing staff team, despite there being insufficient funds from the council to pay for this. Additional funding would then be attracted by selling services to disabled people who had been given access to funding via the Personalisation Agenda.

Despite proposing a different way of providing support, at least in the short term, the council were unable to agree and we lost the contract. We therefore lost a valued staff who transferred under TUPE to another organisation. We wish them well.

But far from viewing this as failure we adopted the view that the changing marketplace had opened up new doors for us. We developed a 'Menu of Services' which gave service users and local authorities a variety of options best suit their support requirements. We are proud of this document as it has attracted considerable interest from local authorities and service users alike. We feel it further contributes to increasing choice thus adding to the quality of our service.

We are continually working to develop the way we market our services, which has become a must in an increasingly competitive arena. We have known for some time that the traditional route of contracting is changing and must ensure we are equipped to deal with this.

It has therefore become important for us to recognise the need to market our services in a more competitive manner. Currently **Zohra Kapadia** is working in Sheffield with service users who wish to continue purchasing our services. Zohra has links with Sheffield City Council and is ensuring we keep a high profile within their brokerage network. We feel confident about this less traditional method of gaining new business as we have such a lot to offer.

Success and increased demands however bring new internal challenges, which require a robust infrastructure. With this in mind we recruited **Debbie Burrows** in June 2008 as Human Resources and Staff Development & Training Manager. Debbie previously worked for House of Fraser and brought with her a wealth of HR experience. She has already reduced the demands placed on the management team in addition to standardising and improving our systems.

Another welcome addition to the management team is **Mandy McCarthy** who joined the Trust in November 2008 as Finance Manager (Strategy). Mandy works alongside **John Brown** (Finance Manager – Operations) to manage and develop our financial policies and procedures. Having spent the first 6 months learning about our financial operation, she is now looking to develop new strategies to ensure we retain a competitive edge. Mandy compliments the work undertaken by John who has been responsible for the financial well being of this organisation for the past 6 years.

In addition to the above we have welcomed 23 new members of staff across the Trust between April 2008 and March 2009. We consider that all of them have something to offer and are central to the delivery of our services nationally. I hope all new staff will be very happy with us.

I am pleased to say that our Payroll Bureau is now one to be proud of. **Sue McDonald**, the Team Leader, has worked to develop new systems and improve quality in the form of a regular newsletter, improved systems and quality checks. Further improvements are currently under consideration.

The service volume in the Payroll Bureau has grown considerably and we have seen an increase of 28% on the amount of people using our services last year.



From April 2008 to March 2009 we offered a complete payroll service to **4,225** employers and we are currently processing approximately **7,615** payslips on a monthly basis.

Of course, when offering a high volume time limited service it is inevitable there will occasionally be some errors. Sue has worked hard to minimise these and swiftly addresses any issues that arise. As with all our staff I would like to thank Sue, along with all the Payroll Bureau staff, for their hard work and ongoing dedication.

This is our first year providing services in partnership with Wrexham County Council and the London Borough of Redbridge where we welcomed 4 staff who transferred to us via TUPE arrangements. We are also looking forward to working with Wakefield Metropolitan District Council to implement their Individual Budget Project to start later this year. Additionally negotiations with the City of London Corporation have been successful and we are pleased to be offering support to recipients of community care funding within London's smallest borough.

In Lincolnshire we have been heavily involved in the operation of an Individual Budget Project and despite this now being taken 'in-house' by the Council it has provided us with a valuable insight into the pitfalls of such a system as well as the well advertised benefits. We found this work a very positive experience and it contributed to our ability to develop staff skills and cascade this knowledge and experience across all of our locations. Our Individual Budget Champions are committed to their area of work and we meet throughout the year to stay updated with developments and share good practice. Thank you to all in the group for their dedication.

We look forward to becoming further involved with more of our local authority partners in such projects. I feel confident that as Individual and Personal Budgets become more prevalent we are well equipped to support these initiatives. It is very encouraging that local authorities are recognising our knowledge and expertise in this area.

Between April 2008 and March 2009 we offered support to **7,338** people, helping them to access information and make choices about their self-directed support. In addition, from April 1st to June 30th this year we have worked with a further **941** people who have been referred to us.

Below is a breakdown of the above figures into service user groups:

Children with disabilities	– 12%
Physical disability & sensory impairment	– 34%
Older people	– 30%
Learning difficulties	– 15%
Carers	– 2%
Mental health issues	– 6%
Specialist disabilities	– 1%

Our **Third Party Supported Account Service** (TPSA), has continued to grow. April 2008 to end March 2009 saw an increase of another 200 TPSAs resulting in a final total of **505** people being supported at the end of March 2009. By June 2009 we were supporting a further **29** TPSAs bringing the total to **534** nationally.

Nationally we have established **58 User Led Trusts**. This service enables people, who may need a higher level of support, to manage their care package whilst still making decision about how they receive their care. It is worth mentioning that 47 of these Trusts are running in Gloucestershire.

Our **Training Team** continues to operate well with a small but very committed group of staff. Our thanks go to **Olivia Green, Martin Hayden, Lynne Davis, Kamel Ousadi, and Vicky Nissley** for their ongoing dedication to offering quality training sessions primarily to local authority professionals. I am also pleased that **Jacquie Lucid** has recently joined the team and offers the Employers Workshop, originally developed by **Becky Davis** who has recently left us. Jacquie will be offering these sessions to peer support groups nationally upon request.

We fully value feedback from our service users which we use to continually develop and improve our services. We therefore sent out **7024** Annual Quality Review forms for the 2008/09 year of which **1426** were returned. This represents a return of 20%. Issues raised by our service users in this document are followed up and analytical reports are prepared for each local authority area.

Of course our success can only be attributed to a joint effort by all staff, whatever their level of responsibility or location, and has contributed to us remaining at the forefront of independent living services nationally. I personally wish to thank the Trustees, Jackie Wakelin and all of the management team for their support during my time as Director of Operations as, by the time you read this report I will have left the Trust. Working here has been a pleasure. I wish you all ongoing success and happiness and I firmly believe that the Trust will continue to flourish for many years to come.

I wish everyone at Penderels Trust a VERY HAPPY 21ST BIRTHDAY!

Lizzy Sparkledoom

Penderels Trust

July 2009

CHARLEWOOD ROAD – 20 years of independent living

‘Charlewood Rd’ was the name given to this supported accommodation that was both innovative and forward thinking, in addition to epitomising everything that Penderels Trust stands for: choice and independence.

It enabled three disabled people to live a life full of choice, appropriate risk, social, and educational opportunities; in fact everything an able bodied person would, as a matter of fact expect to have in their lives. It preceded Care in the Community. It became home for three people for 20 years.

My initial involvement with the occupants was as one of three peripatetic instructors who had the responsibility of supporting them to move from the original Penderels residential home in Meriden, (and the namesake of today’s Trust), into their new address of Charlewood Road.

They were previously accustomed to living in a communal as part of a larger group, but once at Charlewood Rd they each occupied their own rooms, complete with en-suite facilities, a communal kitchen, (which was sufficiently large to enable them to prepare and cook their own food), a separate lounge area and an accessible garden.

But the reality of independent living was still to become the everyday occurrence it is now. In view of this their care support was initially provided by Community Service Volunteers (CSV’s), (not to be confused with those on Community Service Orders). Unfortunately CSV’s were not chosen for their caring skills and abilities, which often resulted in the three tenants seeing more of life than would have been the norm in those early days.

But none the worse for their experiences they went on to employ a team of carers with funding from the newly created Independent Living Fund and Penderels Trust, and eventually a Direct Payment. These staff arranged and escorted them on at least one holiday per year, arranged educational and social opportunities for them on a regular basis, organised birthday parties and looked after their health and wellbeing. Their ability to provide this was further enhanced with the arrival of a minibus via the Motability scheme.

There have been many changes in staff over the years, and it is fair to say most have been excellent. But, as with any anyone choosing to employ others, there were some problems. This is where our expertise came to the fore in ensuring that all employment issues were dealt with by the tenants in line with employment law.

In 1999, a fourth tenant moved into a flat in the upper floor supported by his enabler, who was overseen by our staff. For the remainder of their stay at Charlewood which, for three of them totalled 20 years, they lived full, and I believe, happy lives.

But nothing lasts forever and sadly our legal responsibilities in overseeing the scheme, together with their assessed competency to manage their own care support, changed with the law. By November 2008 the local authority made the decision to move them to other accommodation in the community, supported by another team of carers. With this came the end of an era both in their lives and for Penderels Trust.

I now able to look back. When I visited them it was always a pleasure to hear them laughing and playing music, and await the customary greeting of “here comes old mother Riley again.” I must admit that after 20 years of being involved I sometimes miss this.

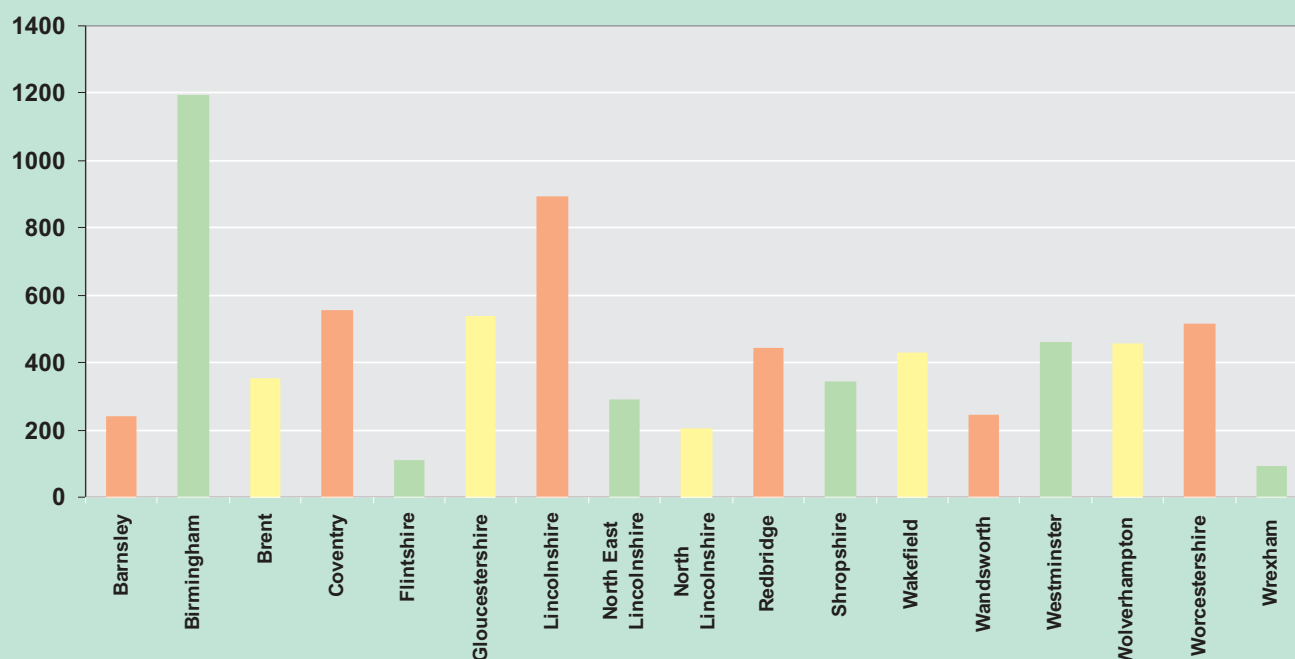
Charlewood Road was a success on every level. It enabled three, and latterly, four people with multiple and complex needs to live full and active lives in very much the same way non disabled people choose to live their lives. It pre-dated the inception of Community Care; it was an innovative and forward thinking development for both the Trust and Coventry City Council without whose support it would never have materialized. Those involved, namely our staff and trustees, the local authority and all of the care staff, should rightly be very proud to have been part of such a supported independent scheme.

Sue Riley
Contract Manager

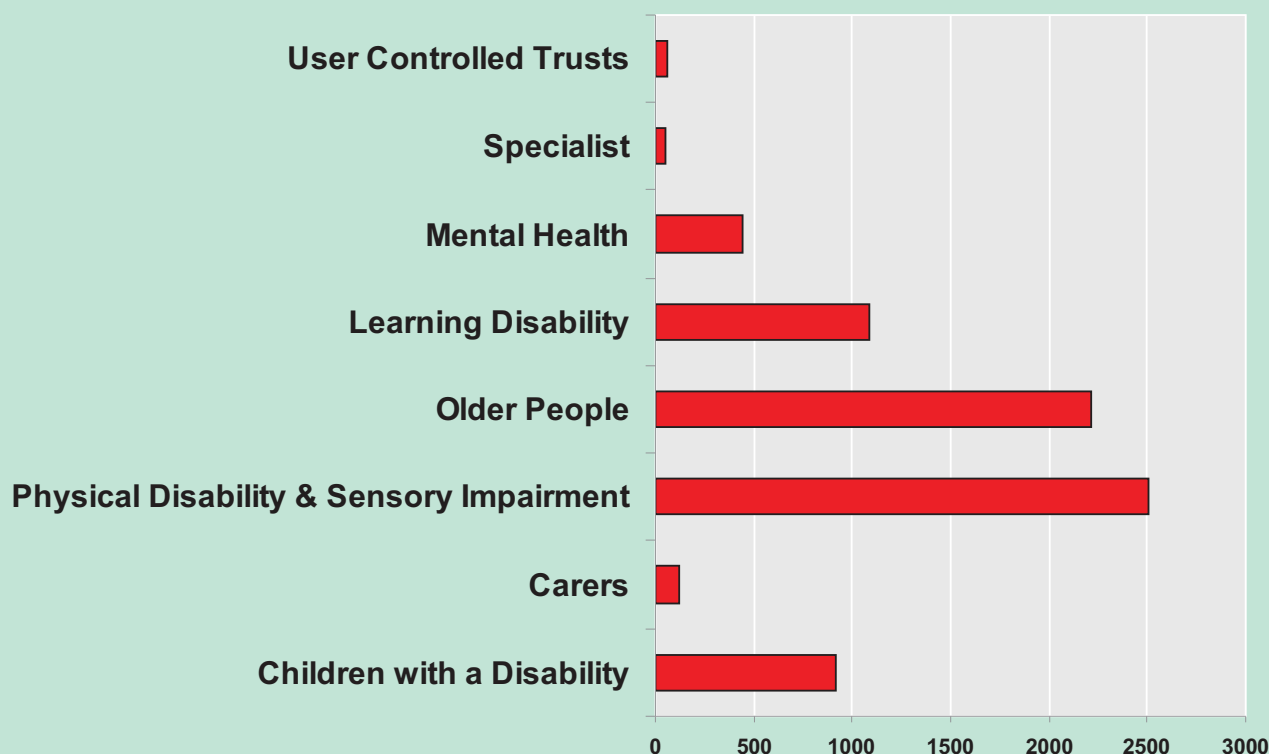
SERVICE VOLUME BY LOCAL AUTHORITY AREAS APRIL 2008 – MARCH 2009

CONTRACT AREA	SERVICE USERS	CONTRACT AREA	SERVICE USERS
Birmingham	1195	Shropshire	340
Barnsley	238	Wakefield	428
Brent	351	Wandsworth	243
Coventry	552	Westminster	461
Flintshire	108	Wolverhampton	454
Gloucestershire	535	Worcestershire	515
Lincolnshire	893	Wrexham	92
Redbridge	442	North East Lincolnshire	288
North Lincolnshire	203	TOTAL	7338

TOTAL SERVICE USERS IN EACH CONTRACT AREA APRIL 2008 – MARCH 2009



SERVICE VOLUME BY PRIMARY CARE TEAMS APRIL 2008 – MARCH 2009



GROWTH IN PAYROLL PROVISION APRIL 2008 – MARCH 2009

LOCATIONS	2008	2009	LOCATIONS	2008	2009
Coventry	186	196	Flintshire	71	82
Birmingham	555	735	Doncaster	104	93
Grimsby	137	198	Westminster	269	326
Wandsworth	137	163	Wakefield	189	202
Shropshire	9	6	Barnsley	101	82
North Lincolnshire	82	89	Private	60	60
Worcestershire	142	200	Wolverhampton	209	235
Sheffield	374	428	Gloucestershire	0	450
Brent	137	210	K&C	2	0
Wrexham	0	2			
Lincoln	316	468	TOTAL	3080	4225

AUDITORS REPORT

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 2009 on pages seven to seventeen. These financial statements have been prepared under the accounting policies set out therein and the requirement of the Financial Reporting Standard for Smaller Entities (effective January 2007).

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the Companies Act 1985. 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) 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) are set out on page three.

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 and are properly prepared in accordance with the Companies Act 1985 and whether the information given in the Report of the Trustees is consistent with financial statements.

We also report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees remuneration and other transactions not disclosed.

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

BASIS OF AUDIT OPINION

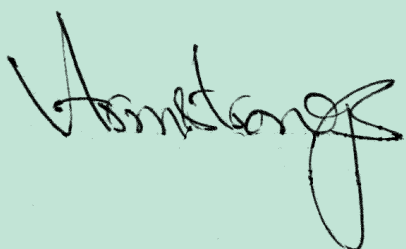
We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments 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.

OPINION

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the charitable company's affairs as at 31st March 2009 and of its incoming resources, including its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Report of the Trustees is consistent with the financial statements.



Armstrongs Accountancy Ltd
Chartered Accountants and Registered Auditors.
Sovereign House,
12 Warwick Street,
Earlsdon,
Coventry,
West Midlands CV5 6ET

22nd July 2009

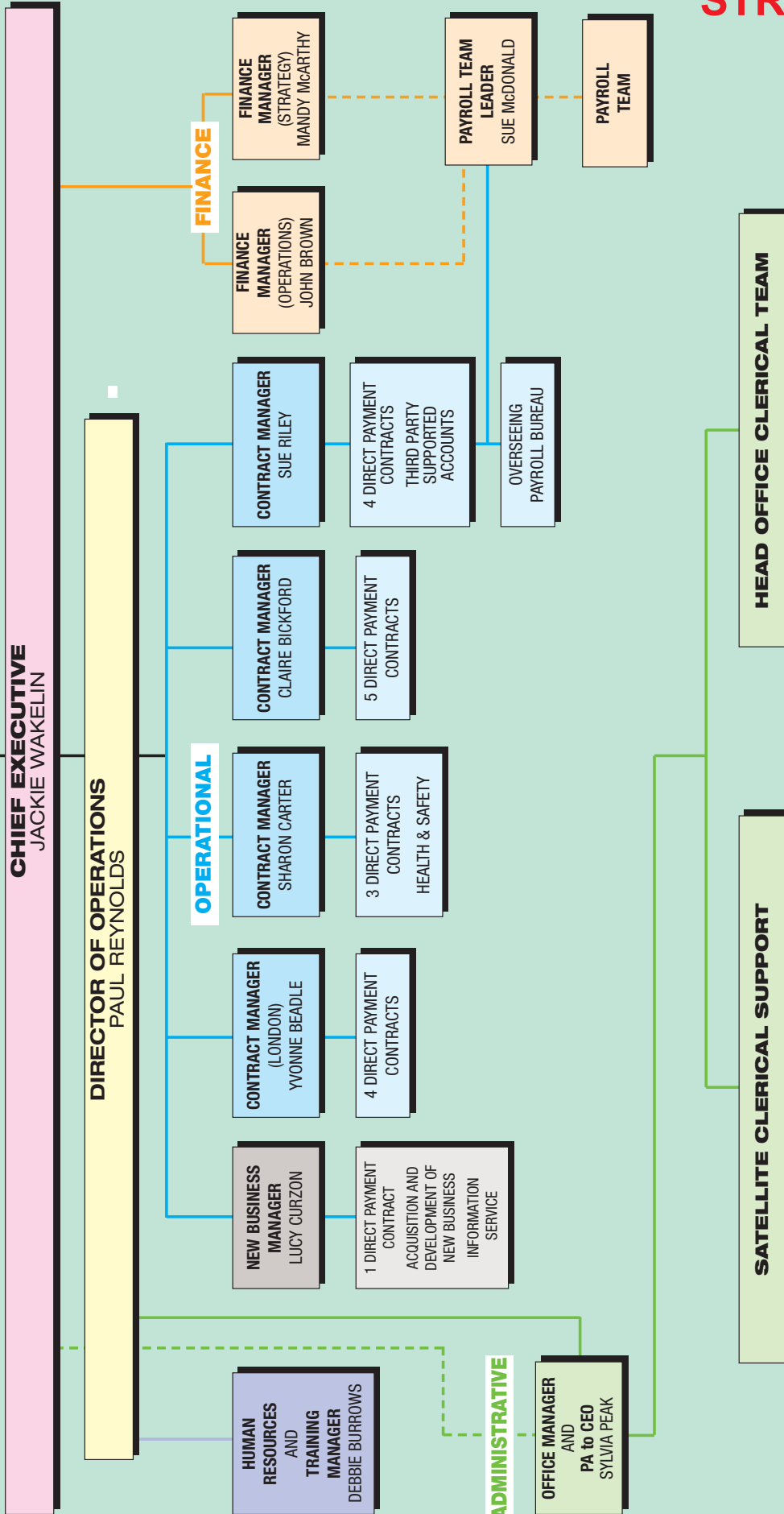
THE PENDERELS TRUST LIMITED

Balance Sheet as at 31 March 2009

	Notes	2009 £	2008 £
FIXED ASSETS			
Tangible Assets	13	55,442	72,227
CURRENT ASSETS			
Debtors: amounts falling due within one year	14	391,200	448,649
Investments		1,825,000	1,475,000
Cash at bank and in hand	15	1,817,798	691,549
		<hr/>	<hr/>
		4,033,998	2,615,198
CREDITORS			
Amounts falling due within one year	16	(2,902,577)	(1,867,937)
		<hr/>	<hr/>
NET CURRENT ASSETS		1,131,421	747,261
		<hr/>	<hr/>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,186,863	819,488
		<hr/>	<hr/>
NET ASSETS		1,186,863	819,488
		<hr/>	<hr/>
FUNDS	18		
Unrestricted funds:			
General funds		912,770	620,802
Restricted funds:			
Restricted funds		274,093	198,686
		<hr/>	<hr/>
TOTAL FUNDS		1,186,863	819,488
		<hr/>	<hr/>

ORGANISATIONAL STRUCTURE

THE BOARD OF TRUSTEES/DIRECTORS



STRUCTURE OF THE ORGANISATION - NOVEMBER 2009

CONTACT DETAILS

Barnsley	Tel: 01226 201661 barnsley@penderelstrust.org.uk	Fax: 01226 208 266
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CONTACT DETAILS CONTINUED

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Westminster	Tel: 020 7641 3816 westminster@penderelstrust.org.uk	Fax: 020 7641 5737
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Worcestershire	Tel: 01299 253 225 worcester@penderelstrust.org.uk	Fax: 01299 251 206
Wrexham	Tel: 01978 291 660 wrexham@penderelstrust.org.uk	Fax: 01978 291 290

21 years

21 years

21 years

21 years

21 years

21 years