



30 Years Story of Change



It's 1989 and the landscape is changing. In Glasgow the St Enoch Centre opens, while looking south, the Channel Tunnel is under construction. Elsewhere, things are being dismantled; such as a rather large wall in Berlin, and the imminent fragmentation of Czechoslovakia and Yugoslavia. Back in the UK, Margaret Thatcher is completing a decade as Prime Minister at Westminster, but a Holyrood parliament in Scotland is still another decade away.

In the sporting world, Boris Becker wins his third Wimbledon title as a two year old Andy Murray learns to walk, and Scotland's men's football team celebrates qualifying for the 1990 FIFA World Cup. More quietly perhaps, a proposal is written for a new-fangled thing called 'the World Wide Web', the significance of which is yet to be realised. The world also doesn't really notice that Daniel Radcliffe has been born. Well after all, there is no such thing as a Harry Potter book yet, let alone a film.

1989 also sees another birth – the arrival of a new charity called Fair Deal, formed after a few years of campaigning work. It is primed to support people with learning disabilities and to shape services for them, because this is another area of life where the landscape is changing - the end of the era of long stay hospitals is rapidly approaching, and it's becoming clear that large residential institutions were not providing the quality of accommodation and care needed, and were taking little account of individuals' needs and desires. But with the advent of Community Care in the early 1990s everything began to change, and Fair Deal was there to support people to navigate their way in this different world. There were new opportunities for independent housing and tenancies, greater access to the benefits system, a move towards a person-centred personalisation agenda and an increasingly widespread belief that people should be treated equally, and valued for who they are as individuals.

Thirty years later in 2019 there is much to reflect on, and many achievements which Fair Deal can celebrate from three decades of working hard at the heart of this changing environment; speaking up and speaking out, supporting people, and shaping and redesigning services to improve people's lives. Fair Deal's many actions have included challenging the provision on offer, consulting, representing, proposing, and negotiating and seeking solutions. These things have resulted in people gaining better housing, transport, personal care, independent living, respite care, meaningful day opportunities, and activities which better reflect their interests and employment potential.

In thirty years, Fair Deal has evolved from being a campaigning voice to becoming a hugely important provider of support, and a key influencer in the development of future care provision. It has moved from a more combative and challenging starting point, to a place where it retains a strong voice as it seeks to build collaboration. It now operates by working with all of those involved in supporting people with learning disabilities and many other needs on a shared agenda, taking opportunities that exist for agencies and individuals to work together in designing services and make best use of resources.

So much in the world has changed in thirty years, but the core of why Fair Deal came into existence and what it aims to do remains the same - working to ensure that people are treated as individuals, can live ordinary lives, are valued as citizens and have a leading role in making decisions that affect them.

Photograph above: Members of Fair Deal's first Board sign off the tenancy agreements for the flagship Castlehall Housing Project in 1991.

A Foundation for Going Forward

Healthy organisations look ahead, and plan as far as they can into the future. But looking ahead one year, or three years, or five years is only possible in some respects. Not everything is predictable. The last 30 years has proved the extent of external change that organisations have to react to. Fair Deal can show a track record of successfully adapting.

No doubt there is yet more change to come. Whilst that creates uncertainty, what is certain, is that Fair Deal has established a strong foundation. In 2019, Fair Deal is well-placed to continue to be an important provider of services into the future.

As it begins its next phase of life, Fair Deal has a solid reputation for delivering quality services developed with the people they support, and based firmly on their needs. In addition to being rooted in a person-centred approach, Fair Deal's values of being empowering, innovative, and encouraging mean that at the heart of its work, the organisation says that people matter, people can take up new opportunities and see their potential achieved, and there are creative ways to do things when you are open to change, both as an individual and as an organisation.

The future awaits us all!

Chief Executive's Report

Welcome to Fair Deal's 30th anniversary Annual Report. This is a very special and personal Annual Report for me, as it's the last one that I'll contribute to. Over the years I've had the pleasure of working with so many wonderful people who have shaped and influenced me, and in turn my practice. As the first employee of this very special organisation it gives me great satisfaction to see how far we've come and what we've achieved. Leadership is important within an organisation like ours, but I know that the achievements are not all down to me. The people who share the vision, and work in a trusting and supporting way to see that vision through are vital, and my approach from the first day was about collaborating with others to achieve goals we all believed in.

I arrived at Fair Deal with a community development background, and experience in the private and public sectors, joining a voluntary organisation which is part of what I believe should be known as the 1st sector not the third! I consider myself fortunate at Fair Deal to have worked in the locality where I was brought up, and where my parents and extended family continue to live. The Castlemilk community was and is like no other, and I believe Fair Deal has thrived and grown by being part of it. We became involved in local community activity, introducing the organisation's values and challenging perceptions. We branched out and influenced Glasgow's emerging carers' network and took the lead in hosting a carers' conference for the South East of Glasgow, a major achievement given our organisation's size. We worked alongside local day services and developed a befriending service based within a local authority building, again breaking new ground. We became involved in reviewing transport used within local authority day services, establishing the Parallel Liaison Transport initiative, working across Glasgow City Council departments. The initiative succeeded in attracting funding and brought improvements to the way people travelled to their day service. We were actively involved in the Lennox Castle Hospital Closure programme and tendered for new support services, securing funding to support family carers through the process. We became involved in the joint Learning Disability Partnership and, with The Advocacy Project and Enable Glasgow, successfully bid for the Planning Together initiative. This new piece of work resulted in changes to the provision of respite services, and introduced the concept of "natural breaks". We were also heavily involved in setting up Glasgow Social Care Providers' Forum, and with many other providers we collectively influenced the city's policy and practice. We developed our ground-breaking Help Yourself Grow initiative in partnership with local people and organisations - one example of many ways we contribute to the local economy.

Today we still work in a collaborative way. We are demonstrating our leadership within Connecting Neighbourhoods; a collaborative approach to night-time support. This initiative is building momentum and the partnership between Fair Deal and SOL Connect is a joy.



Ann Marie Docherty

I can't tell you how lucky I feel to have led such a dynamic organisation. I have valued working with so many people both within and outwith Fair Deal – too many to mention. Our staff team is second to none, and because of the trust they had in me and the organisation, we have achieved great things together. I am thankful to those who have come and gone, and those who have come and stayed! I have worked with many people who have served on the Board of Directors over 29 years and am grateful for their support and encouragement. Today's Board is very strong and fully committed to the values of Empowerment, Encouragement and Innovation that have been embedded in the organisation through the years. Credit for Fair Deal's success also has to be shared with our friends and supporters, the funders who have given us support to move forward, and the Local Authority for their trust and confidence at many levels. It is far from being all about me.

I am thankful for colleagues and friends from local and national organisations who I've had the pleasure to work with directly, or to chew the fat with, as we try together to sort out the world of social care; to the politicians I've worked with, who were representatives at local, Scotland, UK wide or European level.

Everyone in one way or another has touched and influenced me and my practice.

But most of all I am grateful for the people we have worked for over the years: to be honest it is all about you. We need to ensure that we get the support right, and see you for the individuals you are.

Finally, as they often say, behind the scenes there are usually others providing support, guidance, compassion, encouragement and a reality check to what you are doing and where you are. I would like to take this opportunity to thank my husband Colin for his unwavering support throughout my time at Fair Deal, and to my son Christopher and daughter Kara, who have all, at times, come second to Fair Deal. I would like to wish Fair Deal every success in the next phase of the development of this wonderful organisation.

Thank you everyone
Ann Marie Docherty, Chief Executive

VISION:

To be a dynamic and innovative organisation which challenges and champions people to reach their full potential in their community.

VALUES:

Empowering Fair Deal support positive change in the lives of the people who use our services.

Innovative Fair Deal have fresh, creative ideas that encourage possibility and opportunity.

Encouraging Fair Deal have a person-centred approach which is productive, flexible and compassionate.



Christine and Michael enjoying some time at home.



HAPPY 30th!

Supported to live the life you want.

Support appears to be a simple word, but it's one which covers an incredible diversity of activities at Fair Deal, depending on people's needs and aspirations.

A key role for Fair Deal since 1989 has been Supported Living services; consulting on and creating support packages for people which ensure they can live safely, as independently as possible, and doing activities which enable them to live the lives they want to. Whether people stay with their families or live alone, Supported Living can mean a focus on helping them maintain tenancies, building relationships with neighbours, paying bills or dealing with benefits, shopping and cooking, assistance with medication, night-time support, or engaging in diverse community activities.

As policy and practice has evolved over three decades, Fair Deal has continually navigated new ways of providing support. For example, changes in external finances impacting on people's access to night-time support, or to day opportunities or benefits, have all been worked through. Throughout this, Fair Deal's Supported Living services have sought to remain person-centred and rooted in the organisation's values. Whilst an element of Fair Deal's work has to be about business, budgets and balancing books, the driving force behind Supported Living services is a 'fair deal'; establishing support that enables and empowers people, and reduces inequality. Central to this work is an enormous amount of consultation with the individuals affected, families and neighbours, as well as partners and stakeholders from Social Work to health professionals and advocates.

That simple word 'support' therefore masks the vast range of work behind any one activity. For example, if someone's aim is to go on holiday for the first time, then a process of planning, budgeting, risk assessment and many other tasks takes place to make something achievable which many might take for granted.

Future developments in Fair Deal's Supported Living are likely to include increased consideration of ways in which technology can safely support and assist people to be independent. Embracing this, and any other emerging opportunities, Fair Deal will continue to strive to ensure that individuals have the best chance of living the lives they want to.



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If it was a 30th wedding anniversary it would be 'pearl'. If it was a 30th birthday it might inspire the gift of a bottle of bubbly. But how do you celebrate the 30th birthday of an organisation which aims to put people at the centre of its work? Answer - you put people at the centre of the celebrations!

2019 is a landmark 30th year for Fair Deal and a series of milestone events throughout the year have marked this achievement. Each one is giving different people connected with the organisation's life a chance to celebrate this big anniversary. Whether it has been March's Disco and birthday cake, or June's Afternoon Tea and Fun Day, each event so far has aimed to provide a fun and sociable way to come together. Staff from past and present, the people Fair Deal works with, families and board members; everyone attending has been an important part of Fair Deal's story along the way. For some, their connection stems from the early days when the organisation supported just five people at the Castlehall project. Others' involvement is in the present day, as part of the diverse support provided to over 150 people. Whatever the link, all have enjoyed opportunities to share memories, re-establish friendships and celebrate all that's been achieved.

There is more to come. September's AGM celebration, will include a look back through 30 years of Fair Deal performed through song and dance by the people supported at the day opportunities – Connecting You @ David Cargil Centre and Connecting You @ Fernhill. This will be a fantastic example of Fair Deal's own history providing inspiration for creative new activities. That continues another theme of the year's events, encouraging people to try new activities, push boundaries, and have a go.

Fittingly therefore, Fair Deal's 30th anniversary is matching its commitment to putting people first, to providing new opportunities and connections, and to making life better.

New Chief Executive



Fiona Dunwoodie

I am delighted and honoured to be joining Fair Deal especially at such an exciting time during the 30th Anniversary celebrations.

The organisation has an excellent reputation and there is plenty of success to celebrate! It is clear that this is down to all of the people who dedicate their time to ensuring Fair Deal supports people to achieve their potential.

I have been fortunate enough to spend time with Ann Marie Docherty and some of the team at Fair Deal and experience the positive and welcoming culture of the organisation.

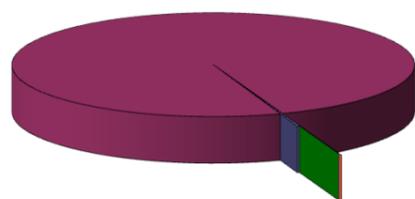
The social care sector faces many challenges ahead and is an ever changing landscape however Fair Deal is in a strong position to meet these challenges head on and with challenges come opportunities for innovation and growth.

I am personally excited to work alongside staff, stakeholders, the people the organisation supports and their families to seek out opportunities, build on existing strengths and continue to deliver an exceptional service, in accordance with Fair Deals values of Empowering, Innovative and Encouraging.

Fiona Dunwoodie



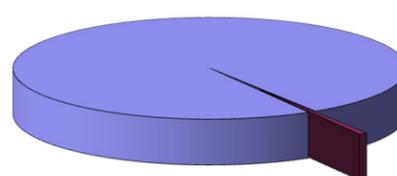
Fair Deal's Summary of Financial Information for the year ended 31 March 2019



- Donations and fundraising
- Income from charitable activities
- Other Income
- Bank Interest

Income - Year Ended 31 March 2019

Donations and fundraising	£6,798
Income from charitable activities	£3,299,049
Other Income	£15,250
Bank Interest	£393
Total Income	£3,321,490



- Expenditure on charitable activities
- Expenditure on raising funds

Expenditure - Year Ended 31 March 2019

Expenditure on charitable activities	£3,306,637
Expenditure on raising funds	£14,575
Total Expenditure	£3,321,212

This is an extract from our audited accounts for the year ending 31 March 2019. If you would like a copy of our full financial statements and auditors report, please contact Fair Deal office.

Chairperson's Report



Kenny Stocks

This is my first year as Chair of Fair Deal and on behalf of the Board; I take great pleasure in presenting our special 30th anniversary Annual Report for 2019.

I hope you will enjoy reading about the remarkable history of Fair Deal and our many achievements over the past 30 years, as well as updates on current projects and our plans for the future. I must start however by paying tribute to Ann Marie Docherty who retires as our Chief Executive in September 2019.

Ann Marie was our first employee and over the past 29 years has worked tirelessly to make a positive difference to the lives of the people we support and colleagues. During her time with Fair Deal we grew rapidly, both in size and complexity. Ann Marie provided inspirational leadership which ensured the challenge of change never compromised the unique local status and values which have made Fair Deal so successful over the past 30 years.

Earlier in the Annual Report Ann Marie discusses her career with Fair Deal and how from day one her approach was to collaborate and build partnerships with others to achieve Fair Deals goals. We were immensely fortunate when Ann Marie agreed to become our Chief Executive, as over the past 29 years she has championed this approach across the whole organisation, which I firmly believe has been the foundation to our success.

I would therefore like to take this opportunity of publicly thanking Ann Marie for her remarkable leadership and vision, as Fair Deal and the wider social care sector experienced profound change.

Her work has made a real positive difference to lives of many people and we share her pride in how Fair Deal has grown and adapted and continues to be one of the leaders in social care in Scotland.

On behalf of the Board, staff and the people we work with, I would therefore like to again thank Ann Marie and extend our best wishes for the future.

Ann Marie leaves Fair Deal in September and in line with our succession plan, I am delighted to welcome Fiona Dunwoodie as our new Chief Executive. Fiona has worked in the third sector for 16 years, managing and leading a variety of social care services for adults with various support needs. She brings a wealth of experience and a passion for ensuring people receive the right support to achieve their potential and live fulfilled and valued lives.

On behalf of the Board I would like to extend a warm welcome to Fiona and look forward to working with her. So as we celebrate our 30th anniversary and rightly look back with pride at our past achievements, we also recognise that we didn't come this far to only come this far!

Everyone associated with Fair Deal is determined to continue our journey and strive to make Fair Deal the best it can be. I am excited for the future and believe we have a staff team, volunteers and a Board who truly embrace our vision of Empowerment, Encouragement and Innovation.

We support an amazing group of people who help us shape and design services to provide what they want, not what other people think they want! I would therefore like to thank all our service users, carers and family members for their input and feedback over the year. It is much appreciated.

I would like to finish by expressing my sincere gratitude to the Board and Staff Members both now and in the past and the many agencies, funders, partners, friends and stakeholders who have supported us on this remarkable and continuing journey.

Thank you all, Kenny Stocks

It is great to see the young people develop their skills and confidence through the HYG cooking programme.

The staff and committee of The Birgidale Complex.

30 years of delivering valuable, life-enhancing services – well done and congratulations to all at Fair Deal!

EVH – supporting social employers

My experience working with Fair Deal was amazing and it gave me a real eye opener to the real world of working.

Lauren Ballantyne (Career Ready Intern)

The key to success is to focus on goals, not obstacles.

Chris Luke
Jobs and Business Glasgow

'Connecting You'



For years Fair Deal has offered a programme of social and leisure opportunities as a means of supporting people. Activities encompass sports, arts and crafts, music, drama and much more. The reality is that each of these is about much more than the activity. That's the reason behind this programme's new name; 'Connecting You'.

The word 'connecting' is all about bringing together or making contacts. Experience and consultation have both shown that Fair Deal's social and leisure activities play a vital role in providing contact with peers and building friendships, as well as enabling people to better connect with their local communities. Attending an activity at a community or sports centre, means that people become familiar and confident with using local focal points and are regularly alongside others in their neighbourhoods. 'Connecting You' sums this up.

With this name change we also plan a revamp of the programme to ensure that it even better matches people's needs and wishes. For example, it will branch out from current timings, providing options for evening and weekend activities. New opportunities will feature, such as walking football and line dancing, both identified through consultation.

'Connecting You' will be firmly based on Fair Deal's values of encouraging, innovating and empowering. There are already wonderful examples of people's lives changing after activities, particularly when people are not underestimated, but rather encouraged to step out of their comfort zone. For one woman trying new things has led to a new interest in cycling, while another has gained greater mobility in her arm through the sport she did. Such new developments and capabilities have surprised even those who knew these people best, and they sum up the hope for 'Connecting You' in the future.

These are not time-fillers. They are genuine ways to make lives better, connecting people to places and to peers and providing opportunities which open up new pathways.

With 'Connecting You', there's an exciting time ahead!

Connecting on Board



Out and about with Connecting You on Board!

We all know what can make a bad journey; a grumpy driver... getting lost ...being late... if you have to make the same journey every day, then life always has added anxiety.

As policy changes led to council-provided day centres closing, there were new opportunities for the development of activities programmes. However this also introduced new challenges relating to daily journeys, as transport, previously provided by local authority buses, was no longer available.

As Fair Deal staff worked with people on their transitional reviews, setting up new patterns of day opportunities, decisions had to be made on how to manage everyone's diverse journeys to activity locations. At first the individualised response involved arranging private hire taxis. However, with the addition of providing escorts for passengers, a huge amount of logistics and variables were introduced at the start to each day; taxi firms, drivers, escorts getting to the right place at the right time, and school runs competing for taxi business were just a few of the elements. It meant that simply getting people safely from one place to another in order to take up their day opportunities proved complicated, and Fair Deal was in the position of picking up the scattered pieces of the jigsaw whenever something went wrong.

Fair Deal took the decision to seek out a better solution for the people being supported and their families. They also wanted a cost-effective answer that was workable for staff. Consultations began with those who needed transport, exploring where there might currently be anxieties or frustrations about daily journeys, and what the most comfortable and convenient option would look like. Similar conversations took place with carers, as well as consideration of how transport was funded and how that funding might be used creatively.

The upshot was 'Connecting on Board', a proposal to pool the transport component of each individual's budget. This enabled a group solution; namely the hire of a people carrier providing transport for nine people.

The initiative shows Fair Deal working as it always tries to do, thinking creatively, trying new things, taking account of individual needs, and involving stakeholders in co-designing the best solutions. What began as a three month pilot has now completed a successful first year, and the same approach is set to be rolled out for a new group of people.

The difference made has been huge, as all of the daily variables and uncertainties have been removed. There is a consistent service of excellent quality, removing anxieties from carers and from people being transported. The added bonus has been that journeys to day opportunities are sociable, because the vehicle chosen provides transport with seats facing each other. Each day begins with a chance for a blether! It's been a great solution in how to get people from A to B, ensuring that in the process journeys are as positive an experience as they can be.

Problems and Solutions –



Albert Einstein is quoted as saying, “If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.” He’d concluded that there’s sense in spending time understanding a situation before deciding how to act.

One of Fair Deal’s values is to be ‘innovative’, and the organisation’s experience has been that creative ideas begin with being open-minded and positive about change, and crucially about putting effort into fully understanding a situation. A perfect example has been recent work behind the Connecting Neighbourhoods initiative.

With legislation changes on the horizon which were set to introduce the Scottish Living Wage for night-time support staff, Fair Deal in partnership with SOL connect, could see it was time to be prepared, to think through how to deal with a significant service cost increase.

Aware that other support providers would face the same problem, Fair Deal identified six providers in Castlemilk and invited them to explore approaches and solutions to night time support, gaining Scottish Government funding for this collaborative process.

A strong theme was to consider how technology could increasingly play a positive part in overnight support in a particular locality.

Crucially for Fair Deal this wasn’t just about organisations communicating more effectively and finding ways to save money. The solution had to ensure that an alternative night-time service was both safe and accepted by those receiving it.

After identifying individuals currently receiving a sleepover in the Castlemilk area, a robust risk assessment was built in as a vital first stage, so that each person’s support needs could be understood before an appropriate service was offered. This results in much-needed reassurance for individuals, families and staff concerned at possible changes to night-time support, which in some cases has been in place for 27 years.

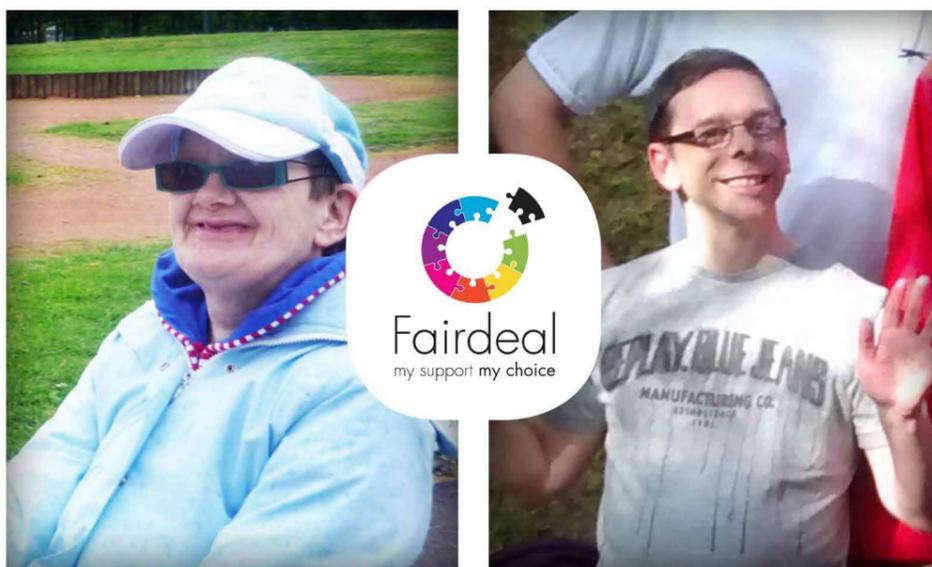
In addition, the involvement of the Advocacy Project not only supports people to understand their rights and choices, but also to express their views, ensuring that the change process is consultative. For some individuals, the proposed changes are seen positively, as it can mean greater independence, replacing someone sleeping over in their home with technology which has been risk-assessed as an appropriate alternative form of safety and support.

Everyone’s situation is different, but this new process takes account of that, and for Fair Deal this person-centred approach is vital, as is individual choice remaining at the heart of a widespread policy change.

The next stage will see progress with risk assessments and trials, as well as monitoring and evaluating Connecting Neighbourhoods Castlemilk, while at the same time exploring a roll-out in Shettleston.

Connecting Neighbourhoods offers an opportunity to explore and provide solutions to the major change in night-time support cost and provision.

It also shows Fair Deal being creative in response to a shifting social care landscape, while keeping individual need and personal choice central. The initiative has further proved Einstein was right - behind a solution lies a lot of careful thinking about the problem.



Finding new ways to achieve positive outcomes





Small Steps and Giant Leaps

Growth. We know what it means. It's about things increasing in size right? But that's only one way of looking at it. Check the Thesaurus for equivalent words for 'growth' and you'll find development, progress, advancement, headway, and improvement. That collection of words begins to tell the story of growth for individuals taking part in Fair Deal's programme, 'Help Yourself Grow'.

As with all of Fair Deal's initiatives, the idea was conceived as a means of improving opportunities, and with that, improving lives. It aimed to look way beyond simply providing activities that ticked a box of filling people's time. It sought to create something meaningful, empowering and ultimately life-changing, and the idea has become reality.

You can look at Help Yourself Grow in practical terms. It's a year-long opportunity for 18-30 year olds; the chance to spend a half a day a week learning varied skills in gardening or cooking; the achievement of a certificate. But Help Yourself Grow is so much more than attendance and accreditation - it's a self-development programme. Fair Deal's belief is that taking the time to get to know the people supported, understanding and appreciating their individual capabilities while working towards tailored goals, combines to reap rewards.

The key has been finding partner organisations prepared to embrace and understand the importance of offering person-centred individualised training and support rather than a 'one-size fits all' approach. In the last three years, The Hidden Gardens and FS Training have provided the tuition and support for Help Yourself Grow's Gardening and Cookery programmes with 40 trainees supported annually. This great achievement doesn't tell the full story of the hard work behind ensuring that the right people hear about, and are encouraged to think about and try opportunities. There is significant time spent engaging with health, social care and education professionals to get the word out to those they support, as well as communicating directly with the general public to raise the programme's profile. Even then there are barriers to overcome, from people's travel needs, to their perception of Castlemilk as the programme's location, to

mental health or other issues they may have. You can guarantee therefore, that each and every one of the 40 trainee places filled annually, is the result of in-depth work with social care sector partners and with individuals and families.

Once the courses start, the learning begins. The Cookery course sees people learning about food preparation and hygiene, menu planning, nutrition and customer service leading to the chance for accreditation through the Royal Environmental Health Institute for Scotland. Meanwhile the Gardening component of Help Yourself Grow is accredited through the Royal Caledonian Horticultural Society, as people learn about digging, composting, sowing seeds, growing fruit and vegetables and plant care. In this course there is an option for a second year for some.

One of the annual highlights is Graduation Day, a special occasion and standout memory for many, marking the achievement of committing to an academic year. But the real achievements are often less obvious, longer lasting and more significant. In keeping with Fair Deal's values, and through its emphasis on encouragement and empowerment, Help Yourself Grow genuinely sees people grow; develop; progress; advance, in the diverse ways that anyone might do from taking part in a learning opportunity. Not only do people complete a course with new skills learned, but their confidence has grown, they have a sense of belonging through being part of a team, and they have gained a friendship group. They often emerge able to do things differently or be more willing to take on new challenges.

Whilst the accreditation that people walk away clutching is real and tangible, the most important outcomes are deeper and go way beyond a piece of paper. For example, a parent describing how their previously non-verbal son is now ordering for himself in a café. Another telling of their son now happily playing a part in a team environment volunteering in a social enterprise. There are many other similar stories of young women and men doing things differently after 'Help Yourself Grow'. Parents often describe these as things that 'seem like small steps which are actually huge steps'. Small to huge. Maybe growth is about an increase in size after all.



Contact Fiona Dunwoodie
Fair Deal, 355a Tormusk Road, Castlemilk, Glasgow G45 0HF

Telephone 0141 634 4996 Email info@fairdeal.org
Website www.fair-deal.org

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