



Impact Report

2015/16



 **FOUNDATION**



Introducing our vision:

**Inclusive
communities
where everyone
matters**

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Introduction



Maggie

Maggie Jones
CEO



Nigel

Nigel Lockett
Chair of Trustees

This has been the first year of achievement in putting our Strategic Plan 2015-18 into practice. We have concentrated on ensuring our Values are both the driving force behind all we do and visible in the day to day work of customers, staff, volunteers and trustees alike. You will find plenty of evidence of Empowerment, Inclusion, Innovation and Professionalism in the pages which follow.

The pressures of funding and the impact of government policy undoubtedly create challenges for us in supporting our customers to achieve their ambitions. However, we are forging new strategic links with like-minded organisations which strengthen our ability to adapt and improve, enhancing our position with stakeholders and providing opportunities to convince others of the power of our approach. Building alliances for change helps us learn, keeps us strong and working alongside customers, respecting them as experts by experience, listening to and acting on their feedback is changing our organisation for the better.

Foundation continues to demonstrate leading practice, innovative ideas and a rock solid commitment to the positive potential in all our customers, staff and volunteers, who bring inspirational levels of energy, enthusiasm and compassion to achieving our vision of a fairer world.

Our heartfelt thanks go to every one of them.



Professionalism



Professionalism is vital to maintaining our charitable mission in a challenging climate. Our teams work incredibly hard to balance meeting targets, KPIs and formal outcomes, with achieving real and sincere engagement with their customers. It is this 'never give up' attitude that highlights PROFESSIONALISM as a core value for Foundation.



Customer Story: Robert Young People's SMART scheme customer, York.

“Robert is diagnosed with High Functioning Autism, dyspraxia and dyslexia and entered our service as a vulnerable young man. He had been exploited by others and his tendency not to open correspondence caused him anxiety and resulted in debt. His escape was his computer and he often stayed indoors for days on end. Robert's support needs were numerous including: budgeting, form filling, avoiding harm, independence skills and support to attend medical appointments, interviews and meetings. Robert's condition means he finds it difficult to go to new places and meet new people.

After two years of floating support, Robert has come an incredibly long way. Robert's long term goal was always to go to university but he had to overcome significant barriers to do this. For the past six months we have supported Robert in preparing for a foundation year in Electronic Engineering. He has been awarded a 'York Opportunity Award'; which provides financial support to talented students who have academic potential and who have overcome significant barriers.

We're incredibly proud of all that Robert has achieved and all he will go on to achieve. ”



816

customers gained new settled accommodation.



1,161

customers maximised their income.



561

customers managed their debts better.



115

of our customers secured paid work.



263

of our customers took up education and training.



76%

of our customers left the service registered with a dentist.

Customer Story: Mica Doncaster Care Leaver

“When I was first introduced to Foundation, I didn't know how to be an 'adult'. I was going through a rough patch, stuck and going nowhere. Foundation encouraged me to find my own place and start a fresh. They helped me with budgeting; I learned how to sort and pay my bills and developed the confidence to call up companies to discuss my bills. I was on Job Seekers Allowance, struggling to even get to the Job Centre some weeks. My Support Workers took me to appointments, so that my payments wouldn't stop. They helped me search for a job and I am now in employment. Foundation also taught me things such as cooking and how to operate a washing machine. It sounds simple enough, but I had never been taught how to do this previously. They not only care for my financial situation but also my personal well-being. I was encouraged to look after my health and to visit the doctors, a dentist and have optician appointments. On a personal level, if I became upset over something at work, I was supported to see how things could be improved. The outcome was always ideal and celebrated. As I continue to be supported by them I know I can better myself and hopefully become a great person, like the people in the Foundation team. ”



“Foundation encouraged me to find my own place and start a fresh.”



Inclusion



Social inclusion is a vital component to a stable and happy life in the community. For those on the margins of society, it can be difficult to gain the confidence, aspiration and skill set for inclusion, without support.



Customer Stories from Harrogate St Georges Drop-In

Our Harrogate team have found that through food and healthy eating, customers can achieve a real sense and experience of inclusion. Here, in their own words are just a few of the customer experiences from our Harrogate team:

“Shaun is a customer who attends our Foundation Progress Group as a Volunteer Cook, he will soon be studying L2 Food Hygiene. He has been assessed for high needs.”

“The group gives me cooking experience and I enjoy coming. People here get help with all sorts of things like job searching, housing or writing CVs.”



97%

of our customers left the service registered with a GP.



590

of our customers were helped to stay safe.



655

of our customers managed their physical health better.

“

My sleep pattern has improved since I have introduced eating meals at regular intervals during the day. This also gives me the motivation to get up in a morning instead of staying in bed until around 4pm where I would normally eat pizza and that would be it until the same time next day.

I enjoy helping others at the cook and eat and have a real passion for cooking, making pizza base from scratch.

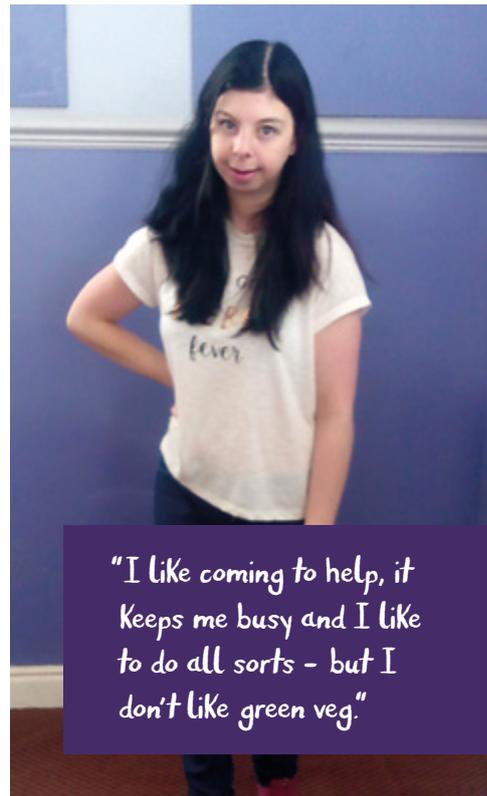
”



“I like coming as it helps you with all sorts and staff are helpful - oh and plus you get nice food!”

“Aaron is a customer who was street homeless and living in a tent after being asked to leave the family home. He now lives in Ripon. Aaron attends the Foundation Progress Group by walking/hitch hiking from Ripon to Harrogate every week (11 miles). He updates staff on his progress and enjoys seeing others he knows in the group. He has updated his CV, applied for various jobs, and has recently contacted York College to study Mechanics. Hopefully, he will be accepted to start soon!”

“Charlotte also attends Foundation Progress Group and helps out in lots of areas, like setting up, meeting and greeting customers, and tidying up at the end of the day.”



“I like coming to help, it keeps me busy and I like to do all sorts - but I don't like green veg.”



Innovation



Foundation Domestic Abuse Service - Freedom Programme.



Our services in Redcar run this innovative programme, helping women recover from domestic abuse.



“The Freedom Programme has been running in the Redcar refuge for the last two years. In that time it has grown to become an important part of individuals understanding of domestic violence. It is open to current and past refuge residents as well as all current and past Foundation customers in other services; such as the Navigation service and the Early Intervention Referral service. We work closely with our sister services to identify needs and risk and work well together to empower women to attend the course, targeting those that may not have been motivated to go on other courses in the area. It is a holistic approach and centres on the women and putting the best all round support in for each woman.

The Freedom programme can have a profound impact on women who have fled abusive relationships, helping them to gain insight and understanding about the experiences they have been through. More importantly it gives women a safe environment to share their experiences and begin to heal from the emotional harm they have suffered. What's more

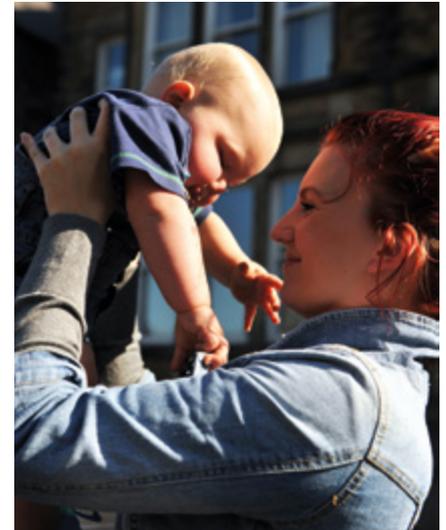
is we give women the opportunity to build their confidence and move towards becoming empowered and independent.

We are receiving more referrals as increasingly women, and the agencies that we work closely with such as Core Assets and Mind, return good feedback about our delivery of the programme. Our partnership agencies and the various local authority children's services we work with, welcome that we can deliver this programme in-house.

We have always made it a priority to fund crèche provision so that all women are able to attend Freedom. However, in this we recognised a need to support the children who attend the Freedom programme crèche and realised that we could make a key innovation to further support these families.

Starting on this cycle, we are therefore funding the provision of two qualified crèche workers. These workers will be able to deliver low level therapeutic work with the children around their experiences of domestic abuse, offering

safety awareness and planning, all during the Freedom programme crèche sessions. We believe that this will maximise the positive impact of the programme.”





“

Quotes from customers on the Freedom programme:

I like this Freedom course rather than others because it's fun.

(Facilitator) made the session informative and comfortable.

The conversation was amazing, very enlightening.

We learned self-esteem and believing in yourself.

Very informative but hard at the same time. Very useful.

”



Empowerment



Our work with our customers is always to look to their strengths and empower with the skills, confidence and information needed for the customer to make significant and sustainable change in their lives.



Customer Story

Toby* (name changed) Poplar Villa Customer, Scarborough (North Yorkshire Young People's Pathway). This story is from his Support Worker.

“ Toby is 19 years old and lives in our Young Persons' hostel in Scarborough, Poplar Villa. In conversation with Toby he discussed how he was fed up of having, in his own words, 'no purpose'. I knew how much Toby could contribute if he was given the chance. I introduced him to North Yorkshire Youth Commission group and he was interested in becoming involved. I supported him in filling in an application form and then he was invited for a telephone interview. He got through the interview well and seemed keen to engage with the group and opportunities they offer.

Since becoming a successful member of the group, Toby has independently travelled to York on three occasions and been part of a panel making decisions for future young people. I am hoping that this initiative could lead to a better future for Toby and open doors for him. I hope it develops his skills and offers him the opportunities he has never had before. ”

Customer story

Kirklees customers attend voter registration events at the Foundation Kirklees office.

“A series of events were held in Kirklees Foundation office to inform customers about the importance of voting and how to have a political voice. Many customers had historically not voted as they felt there was no point and that their vote wouldn't make a difference. Workers and invited customers in Kirklees provided lunch and a cuppa to discuss the positives around being on the electoral roll actively encouraging customers to register to vote.

The result of this was that many of our customers felt empowered to make informed choices around making their voices heard through the electoral process.”



24%

of our customers left the service currently involved in a club, society or other community activity.



96%

of our customers left the service with a bank or post office account.



83%

of our customers left the service with regular access to the Internet.



49%

of our customers left the service registered to vote.



41%

of our customers left the service using a local library.



"It develops his skills and offers him the opportunities he has never had before."



Foundation Legal Service

In August 2016 Foundation became the providers of a Legal Services team. The team, funded by the Legal Aid Agency, provide specialist housing advice, legal support, and attended court duty throughout the north of England. Introducing the new team, Maggie Jones said, 'This is momentous in being our first traded service directly to the public. It's a great service for our customers and gives us the opportunity to work more closely with the wider community, where people are struggling to make ends meet.'

The Legal Team work with a key priority, which is to keep vulnerable individuals and families in suitable and sustainable housing. Here is a recent case study:

'Tenant A' was living in Council Accommodation which was being repossessed due to high levels of anti-social behaviour, from the whole family. The tenant was involved in shoplifting and charged with possession of cannabis. She was told to expect a custodial sentence due to her previous criminal convictions. Her children were

taken into care following accusations of neglect.

We successfully defended the possession claim by disputing the evidence put before court. We presented medical evidence to show that 'Tenant A' suffers from Persistent Delusional Disorder with Psychosis. We were able to argue that her antisocial behaviour was a result of these conditions and others including learning disability and dyslexia. With this evidence, we called into question her ability to understand what was required of her to meet the terms of her tenancy agreement.

By working with both a Criminal Solicitor and a Family Solicitor, we were able to secure the client a new tenancy, with higher levels of Probation Support. In turn, this allowed her to retain custody of her children from Social Services. She did not receive a custodial sentence and more conditions were added to her probation, allowing her to remain in the community and her home.'

Having a stable home, with the right support in place has helped this family stay together.



708

customers managed their mental health better.



557

of our customers were supported to improve the management of their substance misuse.



474

of our customers complied fully with their statutory court orders.



16%

of our customers who left the service had either been charged with an offence or been in prison within the last six months (a reduction from 42% on entry to our services)



84%

of our customers had a planned move on from our support and accommodation.



'Life is not a problem to be solved, but reality to be experienced.'

A Foundation Success Story

Jon-Paul received support from our Leeds young people's service. He now works in one of Foundation's core partnership projects for Young People in Leeds, 'Flagship'. Here he tells his story:

“I was referred to Foundation back in 2013 by my social worker, as I was in care and looking to find my own accommodation. However, at the time I felt that I didn't want no support from anybody. I never engaged with any support offered, I was always missing my appointments.

At that time in my life I was in serious trouble with the police, I had just come out of prison. I also had an ASBO from my own estate. I got sent to prison again in 2014 for 9 months. On release, I moved into my own council tenancy. I just partied like an animal, until I got evicted. Soon I was back with Foundation for more support.

I was moved into Mary Seacole Hostel and at the same time I met the love of my life. In 2015 we found out we were having a baby. That prompted me to change my ways. Now, I have a 9 month old baby, I'm engaged and I'm working with Foundation as a Support Assistant.

Someone asked me two years ago. 'Where will you be in 2016?' I said, 'In prison serving 8 years'. But look at me now, huh! I've even been nominated for two awards for the 'Best Care Leaver' and 'Best Turnaround of 2016'. ”

Domestic Abuse

Customer Story

Gabby*(name changed) has received support from our Domestic Abuse services in Redcar. Her Support Worker shares her powerful story.

“Gabby got together with Leo 12 years ago. He was just out of prison for armed robbery. She believed everyone should be given a chance and that they could have a good life together. Leo moved in with her and very quickly things started to change. She tells you herself she was no angel but she now realises she did not deserve the cruel beatings, mental torture and constant cycle of abuse Leo subjected her to. After the beatings he always attended hospital with her, to make sure she got the ‘story right’. She nursed her mother through cancer for 15 months. During this time the abuse was relentless and getting worse. She confided in no-one through fear, anxiety and hopelessness.

The couple became an agenda item at more than one Multi-Agency Risk Assessment Conference meeting. Professionals genuinely believed that in Gabby’s case there really was no hope as Leo’s hold and grip on her life was so powerful that she never engaged with support services.

We never gave up on Gabby and finally in February of this year she started to accept our support. The path for her since this decision has been fraught with fear, anxiety, self-doubt and let-downs. We have a criminal justice system that expects victims to have the strength to give evidence and support prosecution on serious assault charges, amidst constant technical adjournments out of their control. We keep supporting Gabby to stay resolute and strong. We let her know how much we respect her for what she is doing, not only to help herself escape from a violent abuser, but also for sending out a message to other women in her situation.

Gabby finally gave evidence at court, a powerful Victim Personal Statement. The outcome was that the perpetrator received a custodial sentence. Since giving evidence Gabby has gone from strength to strength. She is determined to be a positive role model for other women subjected to violence. She is having an article published in ‘Take a Break’ magazine and as a thank you for our support she is donating the proceeds from the article to our service to help other women. ”



“We Keep supporting Gabby to stay resolute and strong.”

Perpetrator Services

Foundation 4 Change: Domestic Violence Perpetrator Programme

Foundation 4 change (F4C) runs in Redcar, Cleveland and Doncaster, where it was established and its success has contributed to a 21% reduction in repeat incidents of domestic abuse across the borough. Those taking part in the program are self-identified perpetrators and are offered personalised support through a menu of options including:

- **Awareness raising workshops**
- **1:1 key worker appointments**
- **Foundation Inclusion Tools (FIT)-kit modules**
- **F4C 8-10 week programme**
- **Drop in hub - allowing clients to receive ongoing support.**

Using motivational interviewing and cognitive behavioural therapy to enable change in thought processes and beliefs, the programme is designed to challenge domestic abuse and equip participants with skills for developing healthy relationships with (ex) partners/family. Support workers use a conscious practice of empathy with the programme customers, looking at situational triggers and root causes for behaviours.

Customer story (*name changed to protect identity) as shared by his Support Worker.

“Robert took part in the Redcar F4C pilot scheme. He had a 35 year history of incidents of domestic violence, alongside alcohol dependence.

Robert was invited to an initial awareness raising workshop where he was clearly challenged by the openness of the workshop facilitators and left immediately, claiming that he didn't 'even like women'. Seeking to understand this

reaction, we understood that Robert's response could have been due to a lack of confidence. I contacted Robert again, to attempt to explain the course and complete an assessment. He was very apologetic for his behaviour and agreed to begin the course.

Despite the shaky start, Robert completed the course with 100% attendance. Other group members commented that his contributions to the sessions had been inspirational as he had shared experiences and feelings freely with the group. He explained to the group the consequences of living as an alcoholic and domestic violence perpetrator.

Robert stated that the group had made him realise the impact that his past behaviour has had on his children. He had never considered this before beginning the course.

Robert is keen to become a co-facilitator on any future courses as he says he wants to prevent any other men living the life he has or causing harm to anyone. He is currently abstinent from alcohol and engaging with services.”

Customer Survey 2016 Results

Return Rate



62.7%

Return Rate

- The target was 60% return rate and 16 out of 20 teams achieved this or better
- 62.7% is our highest % return to date and means that we have the views and comments of 770 customers

Rating of Service Overall



96.2%

as "Good" or "Great"

- This is slightly lower than last year (96.6% rated as good or great)
- Satisfaction is highest amongst those aged 25 or over (97.4% rated as good or great)
- Satisfaction is lowest amongst those age 16-18 (92.3% rated as good or great)

Rating of Staff as "Good" or "Great"

97% **95.3%** **96.1%** **94.8%**

Reliability Responsiveness Approachability Empathy

Support Priorities



1st

Accommodation



2nd

Managing Money



3rd

Health

Customers rated their priorities for support from a list of 7 support areas and here's what they told us:

- Accommodation was the No. 1 priority across ALL ages and client groups
- For 16-18 year olds – Managing Money was the 2nd priority and Education was the 3rd priority
- For 18-24 year olds – Managing Money was the 2nd priority and Health was the 3rd priority
- For those 25 and over – Health was the 2nd priority and Managing Money was the 3rd priority

74.8%

of customers said they have been offered the opportunity to influence decisions Foundation makes about its services.

This is an increase of almost **10%** on last year which is good news.

For the first time we have asked customers whether they would recommend our services to Family and Friends. This is a helpful indicator of how customers really see us.

95.8%

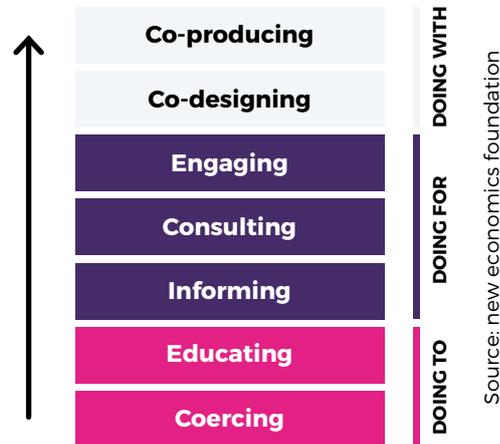
of customers said they **WOULD** recommend us – a great result.

Co-production

What is co-production and effective customer empowerment?

Maggie Jones defines what Co-Production is for Foundation:

“Co-production is the process by which those receiving a service play an active and equal part in planning, changing and delivering the service. “Qualified by experience”, our customers have much to contribute in the development of our service delivery. Their skills complement those of trained staff and their experience brings a relevance and grounding to the organisation. Co-production is not a set of separate structures or meetings. It is a culture of respect and power sharing which underpins every relationship and activity, from the way people are welcomed to the strategic decisions made by the trustee board. Co-production with our customers will ensure Foundation remains one of the leaders in our sector.”



Customer Story

Thomas, a Durham customer, has embraced co-production, working on numerous projects to support the development of the organisation. Having self-identified areas where he felt his skills could be of benefit, Thomas worked on a course overview and learning plans for a community learning project. He has also provided distance support for the Foundation volunteering handbook and induction process. Here is his experience in his own words:

“Simply put, co-production is cooperatively working together alongside staff. It involves the customer being part of something and makes

things, such as group sessions, personal. It allows for inclusion into what Foundation is providing. The benefits of co-production for me are that it has allowed me to in many ways feel useful again and given me a chance to stretch my brain. It also gave me a reason to get out of the house as I do have mild agoraphobia. Terms such as ‘sense of purpose’ and a ‘sense of achievement’ would also be apt descriptions.

Through co-production I’ve been given the opportunity to work alongside staff members in a volunteer role for Durham customers. I am currently going through the induction process and working towards a small library and reviewing some of the educational resources.”

Volunteering

Volunteering can be a hugely powerful experience. For our customers, opportunities for social inclusion, employments skills and raising aspirations can be found through volunteering. As an organisation we thrive on the support of volunteers who help us to innovate and provide excellent services and experiences for our customers.

Customer Story

Harrogate RACS scheme volunteer at local animal charity.

“Once a week a small group of customers volunteer at a local dog rescue centre. One of our customers so impressed the staff there that they have taken him on as a regular volunteer, extending his responsibilities. The customer is now considered a highly valued member of the team and as a result has been offered some paid work which will be his first paid job in a number of years.”



Corporate volunteering:

In April 2016 Santander colleagues volunteered in Tameside to significantly improve the living environment for Foundation customers and staff by painting our communal areas. In July 2016, Lloyds Bank employees took part in a Foundation Football Tournament, challenging customer teams. The opportunity gave customers a chance to meet new people, take on the physical challenges of the sport and work as a team.



Chris, Support Worker from Darlington reports:

“Darlington have recruited two volunteer Counselling Students who are in the final year of their Counselling degree. They are offering the offender scheme and Young Parents and Family Service weekly counselling slots. There has already been a lot of customer interest in this free to access and no waiting list service. Darlington now have five active community volunteers with a further two customers who are in the early stages of being signed up as volunteers. Having volunteers helps us to run activities and get our customers involved in the service.”



In April 2016 Santander colleagues volunteered in Tameside to significantly improve the living environment for Foundation customers and staff.

Finances

Income



£4,526,000

Rent



£664,000

Other Funds



£7,162,000

Contract Income



£12,352,000

Total Turnover

Expenditure



£7,549,000

Staff Costs



£3,683,000

Property & Furnishing



£1,376,000

Office & related



£12,608,000

Total Expenditure

In the current climate where finances are stretched, we are working hard to make efficiencies and savings wherever possible and ensure that Foundation offers value for money. Here are just a few examples of our 'business improvements':

- Travel costs target of 10% saving exceeded at

15.3%



Simplification of banking arrangements reducing administration costs

- Utility bills reduced to

88.7%

of target



Remodelling of service delivery particularly in Leeds and North Yorkshire

- New mobile phone contract delivering annualised savings of

£30k



Rebranding completed and new website established

Thank you to our funders



“

I don't know what I would do without the weekly meet ups, I'd definitely be lost without them.

My dream will be a reality. With hard work from myself, Foundation are helping me to build my confidence.

Foundation staff are honest people. Their customers are their priority.

You're there and you listen. I'm treated like an individual, not a category, like 'kid in care'.

My sleep pattern has improved. The cooking classes are giving me the motivation to get up, instead of staying in bed all day.

Even if I'm not able to speak to my Support Worker directly, there is always someone who I can speak to.

”

Our People

The strength of Foundation is due to the roles and individuals within our organisation. Due to the nature of commission based services, the roles that our employees have vary across the organisation. However, all of our workers, whatever their title, share a commitment to Foundation's values and a passion to support those in need. Here we introduce you to two of our staff from our Leeds Team and a member of our Central Services Team:



Brent:

“I work with the Leeds Adult Offenders team. We work in collaboration with each other and partnership organisations from the city.

Aside from usual duties such as working with floating

support clients and two stock accommodation properties, we also promote alternative activities to enhance employability skills and improve mental and physical well-being as well as break isolation and improve confidence.

We work with a number of local and national employers, creating opportunities for apprenticeships and work experience, as well as running a job club. We seek employers that share Foundation's values about assisting those who face barriers to employment to gain meaningful work.

Social Inclusion activities are about togetherness, fun and team work. We run loads of different activities from football teams, outdoor pursuits and theatre trips. It's about raising aspirations and opening doors.

No single one of us works in isolation, we rely on good relationships between ourselves and our partners to offer the best we can to our customers. ”



Sara:

“I have worked at Foundation for 8 months in the role of HR Administrator. I am very passionate and enthusiastic about my role and I enjoy that it is very varied and no two days are the same.

I co-ordinate the recruitment of all roles and am the first point of contact with candidates who wish to apply for a role at Foundation. If they are successful, I follow up all the due administrative processes that get them into post. I also have numerous internal staff administration

and HR duties; such as setting people up for IT, monitoring for equality and diversity and support around employee relations, to name just a few.

I also provide cover on our Leeds reception half a day a week. I am passionate to maintain a high level of customer service and ensure that their first impressions count when coming to Foundation or when I am speaking with people on the phone. ”

Debbie-Lea:

“I am split 20 hours working with Brent and 20 hours supporting our senior Support Worker, Natasha. I cover some drop-ins across the city which provide an access point for customers whether they are new ones or previous ones which are no longer receiving support but have found themselves in need again.

Working with Brent, I am involved with customer events such as Yeadon Tarn activities, theatre trips, football training, and our Job Club. Breakfast Club also runs on Wednesday mornings too, which I staff along with other Support Assistants. Customers can come along and get a free breakfast, talk to staff if they have any issues, place bids for housing and chat to other customers. On occasion we have outside speakers such as the Fire Department or students presenting relevant topics.

I also help Natasha work through the pending and live lists of customers, by phoning and encouraging customers to attend drop-ins or chase those where we don't have full contact details. I arrange needs and risk assessments and put people forward for property offers.

On top of that is the usual customer support. Myself and Brent mainly have floating customers that we support in the community.”



Our Senior Management Team are:



Maggie Jones
CEO



Paul Hardman
Development and
Communications Director



Vicky Whelan
Operations Director



Caroline Watson
Finance Director

“

They have helped me to move on with my life.

I've been delighted with the service offered and I can't think of another service that could have done as much.

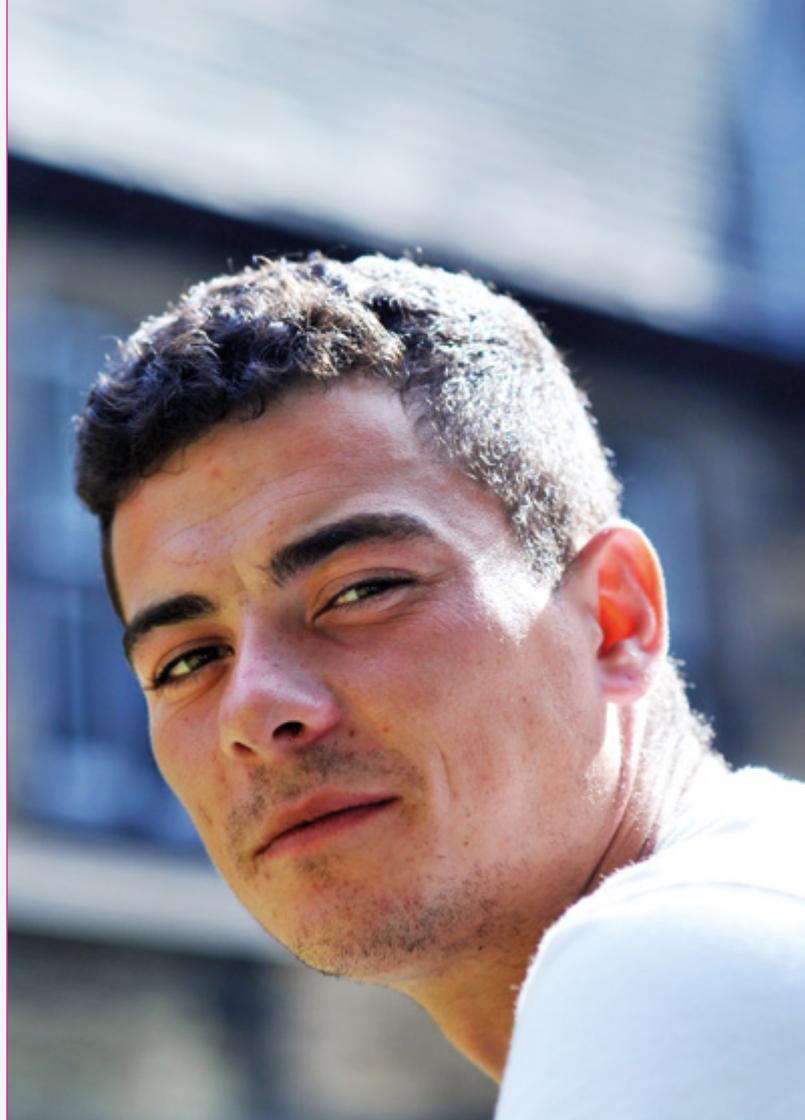
You stick to appointments. If you say you're going to ring, you always ring.

I feel confident about applying for jobs because I have learnt to look at what people are looking for in a worker.

WE GET TO DECIDE - I LIKE THAT.

The groups help me use my time in a more positive way as opposed to using negative pastimes to pass the time.

”



F FOUNDATION

Registered Charity: 515517
Company limited by guarantee: 1829004

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