

# Annual Report and Financial Statements

## 2005-2006

REGISTERED CHARITY NUMBER 247941  
COMPANY NUMBER 1605766



INVESTOR IN PEOPLE

**WATES FOUNDATION**

Wates House  
Station Approach  
Leatherhead  
Surrey  
KT22 7SW

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## Legal & Administrative Information

### Company Registration

The company number of The Wates Foundation Limited is 1605766. The registered office of The Wates Foundation Limited is Wates House, Station Approach, LEATHERHEAD, Surrey KT22 7SW. The Company Secretary is Mr Brian Wheelwright.

### Charity Registration

The Wates Foundation's charity registered number is 247941. The business address of The Wates Foundation is Wates House, Station Approach, LEATHERHEAD, Surrey KT22 7SW. The Director is Mr Brian Wheelwright.

### Investment Managers

#### **Morgan Stanley Private Wealth Management**

20 Bank Street  
Canary Wharf  
LONDON E14 4QA

Morgan Stanley Private Wealth Management is part of Morgan Stanley International Limited and is authorised and regulated by the Financial Services Authority.

### Financial Advisers

#### **Jewson Associates**

Walbrook House  
23 Walbrook  
LONDON EC4N 8BT

### Bankers

#### **Alliance & Leicester Commercial Bank**

Bridle Street  
Bootle  
MERSEYSIDE  
L30 4GB

#### **HSBC Bank plc**

1050 London Road  
Thornton Heath  
CROYDON  
CR7 7YY

### Auditors

#### **Sayer Vincent**

8 Angel Gate  
City Road  
LONDON EC1V 2SJ

# Report Of The Trustee

## Introduction

The Trustee has pleasure in presenting its Report together with the financial statements of The Wates Foundation charity for the year ended 5 April 2006.

Legal and administrative information set out on pages 2-9 forms part of this Report. The financial statements comply with current statutory requirements, the Trust Deed, applicable law and Statement of Recommended Practice: Accounting and Reporting by Charities 2005.

## Structure

The Wates Foundation is an unincorporated registered charity no 247941. It is managed by a corporate trustee which is The Wates Foundation Limited, registered company no 1605766. The Annual General Meeting (AGM) of the Trustee is held in July each year. Directors retire and are elected at the AGM under the terms of the company's Articles of Association.

The Wates Foundation has no connected charity other than its Trustee.

## Object of the Foundation

Under the Trust Deed the charitable purposes or activities for which the Trust Fund (the fund), together with the income that derives from it, may be disbursed through The Wates Foundation are those that the Trustee, The Wates Foundation Limited, may direct at its discretion.

The general charitable purposes, aims and policies of The Wates Foundation are reviewed regularly by the Directors of the Trustee and published in the Foundation's Guidance for Applicants and elsewhere.

## Directors of the Trustee Company

The Directors, constituted as the Trustees of the Foundation, meet at least three times in each financial year generally in July, November and March to set and review the strategies and policies under which the Foundation operates and to make new grant awards.

Other than the Directors and other members of the Wates Family, who all give their time freely both for meetings and for visits, the Foundation has no dependence on volunteers, donated facilities, donated services, other donations in kind or other intangibles.

The Directors have adopted a Job Description that sets out their duties and responsibilities as Trustees. An additional Job Description has been adopted for the post of Chairman of the Board.

The Directors have also resolved to undertake a formal evaluation of their performance as Trustees at least every two years. The first evaluation will take place in July 2006.

The Directors of The Wates Foundation Limited during the year were:

**Mrs Jane Wates OBE (Chairman).** Has a particular interest in social problems, especially those concerned with disadvantaged young people. Chairman of the Berkshire Community Foundation. Active involvement in various other charitable bodies. Founding Trustee of the Elizabeth Jane Foundation that is currently working with projects for AIDS orphans in South Africa and with the young at risk.

**Mrs Clare Price.** Farmer's wife with special interest in children experiencing disadvantage through disability, abuse or exclusion, and female victims of domestic violence and other forms of abuse.

**Mr William Wates.** Chartered Building Surveyor. Partner in Congreve Horner, Chartered Surveyors and Chartered Valuers. Director of Agriturf Holdings Limited.

**Mr Nick Edwards.** Chairman of Triangle Productions Limited. Worked for some years with the Social Service departments of the London Boroughs of Tower Hamlets and Wandsworth, London. Has a particular interest in helping young people furthering their potential.

**Mr James Wates.** Director of the Wates Group with responsibility for corporate development and corporate responsibility. Board member of the Construction Industry Training Board; member of the Confederation of British Industry London Regional Council; Deputy Chairman of the Construction Confederation; Honorary Treasurer of the British Council for Offices; Committee member of the Surrey Branch of the Game Conservancy Trust; Governor of Emanuel School; Trustee of the Queen Elizabeth Foundation for Disabled People; member of the London Council of the Prince's Trust.

**Mr Christopher Agace.** Managing Director of Chalk Hill Contemporary Homes. Formerly a practising barrister with experience of amongst other issues family breakdown, debt and housing.

## Recruitment of New Directors/Trustees

The Articles of Association of the Trust provide for the recruitment of new Directors of the Trustee Company who serve as Trustees of The Wates Foundation only from the families of the natural heirs to the Founders of the charity. The Directors affirm that the numbers of those eligible for election is sufficiently large to provide diversity of interest, ability and experience in fulfilling duties as Trustees of The Wates Foundation.

A plan has been developed that identifies potential trustees and the chairman of trustees until 2014 as part of the Directors' review of the Foundation's long term strategy.

Directors as Trustees serve for periods of three years up to a maximum of six years at any time, but may be re-elected again after a break of three years. The retirement age for Trustees is 65 years and for members of the Grants Committee 70 years.

## Training & Development

The Foundation's Trustees have made training and development a strategic objective as a means of improving the overall performance of the Foundation and its grant making, and ensuring that members of the Wates family associated with the work of the charity and the Foundation's staff receive appropriate training in order to deliver the objectives of the Foundation with skill, experience and knowledge.

Funds for training are earmarked annually. The cost of training for Trustees and staff this year was £5,043 (£2,471 in 2004-2005). This figure takes no account of a substantial amount of training at nil cost. During the year, Trustees, members of the Grants Committee and staff took part in training and related activity on 77 occasions and visited 58 organisations.

New Trustees are inducted by gaining experience as members of the Foundation's Grants Committee, taking part in the grant assessment process and related visits, and in a programme of visits to relevant organisations and institutions. New Trustees also undertake formal training conducted by professional and voluntary sector bodies such as the Association of Charitable Foundations.

A quarterly newsletter covering the Foundation's activities goes to all Trustees, members of the Grants Committee and other Wates family members. Another periodical, Training News, circulates training courses and other learning opportunities to the same audience.

## Grants Policy

Since the inception of the Foundation in 1966, the primary aim of the Directors has been to promote beneficial change as summarised in the Foundation's Vision Statement:

**The Wates family and Trustees of The Wates Foundation believe that the quality of life in society can be improved by informed and independent intervention to alleviate distress, deprivation and social exclusion.**

This vision has been translated into the following Mission statement:

**To harness the generosity of the Founders to the enthusiasm and knowledge of the Wates family and present Trustees to improve the quality of life of the deprived, disadvantaged and excluded in the community in which we live.**

The Directors pursue the Vision and accomplish the Mission by supporting a range of charitable activities with outcomes that have the potential to impact beneficially on society.

The Directors have continued to publicise various restrictions on grants that the Foundation makes and activities that it will not support. These restrictions were reviewed during the year and the Guidance for Applicants amended accordingly.

In October 2005 the Directors conducted a major review of the Foundation's grant making policies, programmes and process to set a strategy for the period 2006-2009. The review determined that the Foundation will seek to achieve its objectives through two strands of work.

The first, responsive grant making, will be conducted through four programme areas the objectives of which programmes are set out in the Foundation's Guidance for Applicants and on the Foundation web site:

- **Community Support:** programmes benefiting communities through the delivery of services.
- **Community Development:** work to strengthen the infrastructure, knowledge, quality or standards of organisations.
- **Support to Ethnic Communities:** work to provide access and opportunities to recognised ethnic groups.
- **Foundations of Society:** work that focuses specifically on Children & Young People, Community Health and the Criminal Justice System.

The second strand of work under a programme of **Strategic Projects** focuses on issues that have the potential to influence opinion, policy or practice by adopting a strategic approach. A number of areas of work are in preparation for 2006-2007.

## Monitoring & Evaluation

The relevance and potential impact of outcomes that a grant applicant proposes to achieve with the help of a Foundation grant are assessed against the Foundation's stated objectives. The monitoring and evaluation of outcomes remains the responsibility of the applicant.

The Directors seek to encourage successful applicants to embrace best practice in monitoring and evaluation by encouraging the use of proven models such as PQASSO and accreditation to standards set by national and expert organisations. The Directors select a number of successful applicants annually to receive a sum of money additional to the grant award to carry out an evaluation of the funded activity at the end of the three years of the grant.

## Grant Objectives 2005-2006

The Directors believe that the objectives identified in the Foundation's grants programmes for new grants are being met following the process of scrutiny and assessment of applicant organisations, the work for which they were applying for funding and the selection of successful applicants. The preparation of scheduled reports on the progress of existing work funded by Foundation grants has enabled the Directors to assess that for the most part the objectives set under the grants programmes for 2005-2006 have been achieved. As many of the grants made are unrestricted sums for core costs, the assessment process does not lend itself to finite measurement. The assessment process has been supplemented by a number of evaluations covering the life of specific grants that have been completed during the year and by a review conducted in January 2006 of 70 others.

The specifics of the Foundation's grant making in the year are covered in the reports of the Chairman and Director that follow.

## Grant Objectives 2005-2006

The objectives set by the Directors for 2006-2007 following the review in October 2005 are set out in detail in the Foundation's Guidance for Applicants.

## Related Interests

It is the Directors' policy that to encourage active involvement in the voluntary sector by their peers and the Wates Family generally. However, where a Director as Trustee or a member of the Wates family serving on the Grants Committee has an interest as a trustee or otherwise in an external body applying for funds from the Foundation then that person is excluded from the decision-making process.

The Foundation maintains a register of the business interests of members of the Wates Family that take part in the Foundation's philanthropic activities.

## Financial Review

**Audit.** The Foundation's accounts have been audited and a statement has been included setting out the Trustee's responsibility in respect of the accounts and the Annual Report.

The Directors of the Foundation declare that to the best of their knowledge there is no information relevant to the audit of which the auditors are unaware. The Directors further declare that they have taken the necessary steps to ensure that they themselves are aware of all relevant information and have ensured that the auditors are also aware of it.

A resolution will be proposed at the Annual General Meeting that Messrs Sayer Vincent be appointed as auditors to the charity for the following year.

**Accounts.** The Directors present the report and accounts for this year in accordance with Statement of Recommended Practice: Accounting and Reporting for Charities (SORP) 2005. Summarised accounts are to be found elsewhere in the Annual Report of The Wates Foundation. Full accounts have been lodged with the Charity Commissioners and Company House. A copy of these is available on application to the Foundation's offices.

Funds drawn down as income for the year from the investment portfolio to fund grant-making activities were £2,345,000 compared with £1,365,275 in 2004-2005. The value of new grants made in the year was £2.45 million. The value of grants due for payment in the year was £2.16 million compared with £1.77 million in the previous year. Actual payments for the year were £1.95 million.

Governance, management and support costs increased to £201,586 compared to £170,128 in 2004. Increased training, travel, and staff costs including rent all played a part in the increase. Management and administration costs not attributable to charitable activities were 1.6% of income.

Other than the changes in the recognised gains and losses for the year that reflect movement in stock market valuations, there are no material movements in the Statement of Financial Activities that require special explanation. There have been no revaluations other than investment valuation movements during this period. There is no material difference in the estimated value of the assets from the balance sheet value.

No important events affecting the Foundation have occurred after the balance sheet date.

**Investment Policy.** Following the review of investment policy in 2004 the Foundation continues to implement an absolute return investment strategy. The Foundation is not financially dependent on any individuals, corporation or classes of donors. All assets are held to further the direct charitable expenditure of the Foundation. There are no specific restrictions imposed concerning the way in which the Trustee may operate.

**Investment Management.** The Directors as Trustees have held investment review meetings with Morgan Stanley Private Wealth Management on several occasions during the year. The reviews were conducted with independent financial advice from Jewson Associates.

The Directors review the performance of the fund against a consolidated strategic benchmark represented by MSCI World Equity Total Return Index (local), JP Morgan Global Government Bond Index (local), HFR Fund of Funds Index in US\$, GPR Global Listed Securities Index and JP Morgan UK 1 Month Libor Index. Between October 2004 and June 2005 Property was benchmarked against the GPR European Listed Securities Index. A separate benchmark, the JP Morgan Emerging Local Market Index is used to measure the performance of Emerging Market assets held tactically.

The total return on the Trustee's portfolio net of fees was 20.83%. As at 5 April 2006 the fund's investments were valued at £36.60 million compared with £31.33 million in 2005.

The Directors confirm the fund's Custodian as Morstan Nominees Limited.

**Socially Responsible Investments.** In consideration of the ethos that underpins the Foundation's grant making and having taken relevant advice on the impact of omitting particular assets from the Foundation's portfolio, the Trustees have resolved not to make direct investments in tobacco stocks on social, environmental and ethical grounds.

### **Programme Related Investment.**

- **Charity Bank.** In November 2002, the Foundation deposited funds with Charity Bank for a period of three years, foregoing any interest arising from the investment in order to maximise the value. The object of the investment is to contribute to large scale capital financing that the Bank provides to voluntary organisations for a variety of purposes, including building projects in a way that would be beyond the Foundation's ability to manage and which would exceed the usual scale of Foundation grants. This investment was renewed in January 2006 for a further three years.
- **Venturesome Fund.** In January 2006, the Foundation deposited funds with Charities Aid Foundation's Venturesome Fund for three years to facilitate the provision to charities and voluntary organisations of unsecured loans and investments, both working and development capital, as an alternative to grants or bank loans.

**Conditional Liabilities.** Since the inception of the Foundation it has been the Directors' policy and practice to make all grants payable over a period longer than 12 months conditional on: income being available to meet future scheduled payment commitments; the use of the grant by the beneficiary of the activity for the purpose for which it is made; and satisfactory reporting on the progress of the activity and any relevant changes of circumstances by the beneficiary. These Terms & Conditions are agreed in writing by the beneficiary organisation at the time of the grant award. It has been and remains the policy and practice of the Trustees to conduct an annual review of periodic grants at the end of each year to assess performance in order to authorise further payments as liabilities for the next financial year.

In 2005-2006 the Directors complied with SORP requirements on conditional liabilities by carrying out a review of the performance of 70 current grants payable over more than one year to assess their performance as a condition of releasing subsequent payments during the year. Twenty-seven of the grants were completed in the year under review.

The Directors authorised the commitment of sums for instalment payments for the three following financial years subject to the Foundation's available income and annual reviews to assess the performance of grants. As at 5 April 2006 provision of £206,549 is made in the accounts for grants authorised for payment but falling in the next financial year.

**Reserves.** All grants are liabilities conditional on continued receipt of income and beneficiaries complying with the Terms & Conditions of grants. Each year the Foundation identifies the level of funds needed to meet grant commitments in the next financial year. The Directors resolve that readily available assets within the expendable endowment of the Foundation constitute its reserves and will be drawn upon to meet liabilities and other requirements as necessary.

**Risk Analysis.** The Directors conduct a full analysis of the risks to which they believe the Foundation might be exposed every two years and a review in interim years. The most recent analysis was conducted in March 2006. From this, the Directors conclude that appropriate measures are in place to mitigate the risks identified.

By order of the Directors:

**B D Wheelwright**  
**Secretary To The Trustee**

**4 JULY 2006**

## Chairman's Report

The continuing strength of the Foundation's responsive grant making was a reassuring background for the Trustees five-yearly strategic review of the Foundation's grant making policies in the autumn of 2005. Unsurprisingly, one of the earliest recommendations to be endorsed was to conduct future review at three-year intervals in recognition of the speed with which the charitable and voluntary sector is changing.

No small part of that change is attributable to the government's drive towards voluntary and community sector organisations taking on the delivery of sections of public services. Some commentators have drawn attention to the potential impact of this trend on the charitable status of those organisations engaging in the process, their independence from government influence and the future funding of organisations too small to compete for public sector work. Whatever the outcome, there is a strong case for trusts and foundations to help prepare the sector for these new public and quasi-public responsibilities by funding capacity building and infrastructure strengthening and promoting approaches such as Full Cost Recovery of delivery. Such work has long been an element of the Foundation's programmes, evidenced this year by a number of our awards to build the capacity of organisations through better governance, greater core staff resources, training, consultancy, and accreditation of projects or the adoption of quality marks. Some of these awards have gone directly to individual applicants such as Lambeth Play Association; others have gone to second tier bodies in the sector such as Hillingdon Voluntary Action and the Cranfield Trust that help organisations build their capacity. We have now given formal recognition to this important aspect of our work with its own programme called Community Development. In the coming year we expect through the membership organisation CLINKS to help develop the skills and capabilities of those often very small charitable organisations taking part in the contestability exercise to deliver prison and probation services under the National Offender Management Service.

Probably the most exciting change to our overall grant making is a decision to act more strategically by funding work that will influence policy, opinion or practice. Few trusts and foundations have the resources to address materially the needs of the deprived and disadvantaged of society; government deploys far greater resources and can tackle the causes of exclusion rather than simply alleviate effects. We can, however, do something to influence policy and opinion makers including the media and academia and help to define the models of practice by which change is brought about. We are now defining the first of a series of projects in this vein, building on some of the commitments we have entered into this year. Notable amongst the latter is the Fear & Fashion youth knife culture project, the second phase of Esmée Fairbairn Foundation's Rethinking Crime and Punishment project where we are co-funding the work to influence sentencers, the Royal Society of Arts' Commission on Drug Abuse and the Archbishop of Canterbury's Christian-Muslim Forum for London.

The Foundation has also continued to play a modest part in the movement to improve performance in the voluntary and charitable sector. This year we contributed to the development of the **Jargonbuster** publication in conjunction with a number of other funders and agencies in the sector and are working with the Association of Charitable Foundations on a series of guides for trustees.

Some of our mainstream grant making also verges on the strategic. We are now in the third year of the Wates Fellowship award at the National Addiction Centre where work focuses on substance abuse amongst the young. We have also renewed for another three years the Wates Award for Excellence in Work with Female Offenders delivered by The Butler Trust. This year the award has gone to the Family Centre at HMP Askram Grange for some highly innovative work with female offenders accompanied by their children up to 18 months old.

We were eminently pleased this year to contribute to the opening of the pioneering Croydon Family Justice Centre. This is a pilot scheme based on an American model that brings together under one roof all the agencies voluntary, statutory and legal that assist victims of domestic abuse in a multi-disciplinary team approach.

We have reinforced our determination to use the Foundation's endowment more effectively by renewing our investment with the Charity Bank for another three years (forgoing any interest) with the object of funding capital projects through loans that are beyond the normal scope of Foundation resources. We also made a significant five-year investment in the growing Venturesome Fund for work that may range from start up or venture capital, loans and micro-credits.

We pride ourselves that our monitoring of awards is both robust but proportional to the scale of the award and ability of the beneficiary organisation to report in a meaningful way. Three years ago we supplemented the scheduled monitoring with a programme of evaluations of work that seemed to offer more potential for identifying the effectiveness of the award. We agree the scope of the evaluation at the time of the initial grant award and pay for the beneficiary to conduct the evaluation in the last six months of the grant period. The first of these evaluations are now coming in and offer some interesting insights. Our agreement for evaluation with the women's refuge organisation Ashiana, for example, contributed to complete review and replacement of the organisation's monitoring and evaluation process. The evaluation by an external counselling psychologist, Dr Hong-Ying Chia, of our grant to the Chinese Information and Advice Centre demonstrated that the grant enabled a part time post addressing domestic abuse to expand into a complete Women's Support Service incorporating case work, telephone advice, outreach and training.

The most recent evaluation of the SHARE Community-Mushkil Aasaan project in Wandsworth has provided valuable insights into the difficulties of bringing two cultures together in a joint community project.

We continue to keep a strict control on governance issues and follow best practice on evaluating trustee performance even though we are all blood relations. We have refined our protocols for working with the Wates Group and there is an exciting possibility of us joining forces this year on the Group's Building Futures employment project across three regions. The movement to induct members of the younger generations of the wider Wates Families into the work of the Foundation has continued with five of the six trustees this year being from the third generation of Wates after the Founders. They have brought fresh approaches to our discussions and decision-making and their input is most welcome. To aid the newcomers a short guide to the Foundation's grant making processes has been produced to educate all who might sit on the Grants Committee both now and in the future about how applications reach the Committee table. The Director's quarterly Newsletter reporting news in the sector, events, visits, the progress of high profile projects and new additions to the Foundation's information

resource centre continues to be a useful tool in reaching the widely dispersed members of the Family. A new periodical, Training News, goes out in hard copy and by e-mail with information about up-coming training events. The Trustees also continue to allocate funds annually to a fund for members of the younger generation to use to hone their personal philanthropic interests. This Younger Generation Fund and the Family Allocation Fund have been used to good effect in the year.

My report ends with the customary but heartfelt thanks to our industrious Director, Brian Wheelwright who seems indefatigable in his mission to help the Wates Foundation achieve its aims and aspirations; and to Jacquie Verbeek who has most ably assisted him over the past four years and now has set out on her own career path. We wish her all the best wishes for the future.

**Jane Wates OBE**  
**Chairman**

**4 JULY 2006**

## DIRECTOR'S REPORT

### Grants 2005-2006

A breakdown of this year's new grants by programme and location follows this report. A list of scheduled payments for new and current grants forms part of the summarised accounts.

### Analysis

2005 has been another strong year of effective grant-making for the Foundation, reinforcing the efficacy of engaging with potential beneficiaries before an application is written and submitted. Discussion of needs, rather than wants, frequently identifies innovative approaches to timely awards, appropriate instalment payments and sustainable packaging. Underpinning this process is the willingness of the Foundation's Trustees to be receptive to bids for core funding and supportive of start-up funding and other early day costs.

We received 480 applications in the year against 497 last year. These figures are a radical reduction from the several thousand a year we were receiving in 2001. Our web site which has over 1200 hits a month continues to be the main tool for deterring ineligible applications as potential bidders are more conscientious about researching guidelines. Our representation at Funders' Fairs and similar events serves a similar purpose. Of the applications received 371 were turned down, a rejection rate of 77.2%. This compares with 86.2% last year and 93%+ in previous years. The reduction is attributable to the success of our Small Grants Fund and more pro-active applications from members of the Wates Family.

Following a fundamental review of the Foundation's processes and main programme areas in October 2005, the Trustees have committed themselves for the 2006 grants year to supporting work that is more strategic in nature with the objective of influencing opinion, policy or practice. This commitment builds on some strategic work for which awards were made this year and so they are identified separately in the new grants lists under a heading of Strategic Projects.

Awards under the Foundation's Large Grants Fund this year have reflected the Trustees' objective to make a difference across the entire range of society's needs. All sectors are represented including community health, homelessness, unemployment, substance abuse, access to services and equality of opportunity, the criminal justice system. All sections of the population are represented including children and young people, adults and the elderly, and male and female. A wide range of communities also features including ethnic and cultural groups and faith communities.

Several organisations that were current beneficiaries of the Foundation closed down in the year. The first, The Maternity Alliance Educational & Research Trust, could not have come at a worst time. The three-year programme of research, dissemination of findings and good practice models and the production of guidelines for health professionals and resources for trainers was close to completion when the news broke. Although a substantial sum of our last grant instalment is still tied up in the liquidation process, the Foundation has facilitated the transfer of a key worker, the completion of the guidelines and resource packs and the final project evaluation report to Midwives Information & Resource Service to whom we are most grateful.

The second loss was Deptford Youth Forum where a Foundation grant was funding Ms Donna Boyle, a project worker for the New Xpressions youth project. Credit must be given to Donna for working with us over a number of quite precarious weeks in the summer of 2005 to relocate her activities and young clients to the Armada Project that is part of the North Lewisham Forum. Overall, the transfer has been highly beneficial in that Donna has been able to extend her work to the local Evelyn Estate.

In March 2006 we were informed that Bromley Refugee Network was to close. Here we were funding an expansion to a highly successful advice service. The organisation closed for lack of appropriately experienced management staff rather than lack of funding. In this case we were unable to help.

## New Grants & Payments

In total, the Foundation's Trustees made 109 new grants totalling £2,450,719, a 20% increase on last year in the number of awards and in value by almost £500,000. The increases arise from a greater number of awards under the Small Grants Fund, the renewal of awards under the Foundation's three-yearly Standing Grants scheme and the inclusion of three strategic awards, one of which alone is valued at £150,000.

Over 90% of all new grants from the Large Grants Fund are now for three years with the balance representing awards made under the Trustees' annual allocation to a fund to encourage younger members of the Wates Family to engage in philanthropic activity or under annual Family Allocation arrangements. This year more than 32% of the Large Grants Fund awards are between £40,000 and £60,000 and 70% exceed £20,000.

Greater London south of the River Thames remains the focus of the Foundation's grant making. Of the 109 new awards in 2005-2006, 88 or 80.7% are in London (71 and 79.7% in 2004). The 48 grants to organisations in South London represent 43% of the total of the new awards and 43.9% of the value (39% and 34.6% respectively in 2004).

The target figure for scheduled grant payments in 2005-2006 was 214 with a value of £2.16 million. This compares with 177 payments totalling £1.77 million in 2004-2005. The Foundation made 190 grant payments totalling £1.95 million. Twenty-four payments totalling £206,549 were not made. Six of these valued at £49,175 were not made in the financial year because of deferrals agreed with beneficiaries relating to recruitment of staff to new posts or the launch of new services, or the preparation of research reports or award schemes. One of £10,000 relates to an organisation that is closing but where we may pass on the balance of the grant to the charity taking on the work. One payment is on hold pending a Charity Commission investigation. Sadly, too many of the remainder are the result of bad scheduling by beneficiaries of progress reports.

This year the Trustees reviewed grants that the Foundations make as a standing commitment on a three-year basis. These grants are to organisations with which the Foundation has a particular link historically or through a Wates Family connection. These organisations include Voluntary Service Overseas where we sponsor six volunteers in Cambodia, Pakistan, Ethiopia and the Philippines, the Historical Churches Preservation Trust, Construction Industry Relief, Assistance & Support for the Homeless (CRASH), the Koestler Award Trust and the Butler Trust where we fund the Wates Award for Excellence in Work with Women Offenders.

These awards are shown in the list of new awards as Standing Grants.

## Programme Areas

Community Support & Development has long been the catch-all for work of all kinds. This year is no exception with the programme accounting for 38% of the total of new grants from Large and Small Funds by numbers and by spend. Many of these awards are core funding. This programme will appear differently next year as another of the decisions from the Trustees' strategic review is to separate out community service delivery activity from development as a new category. This reflects an increasing amount of Foundation support to build the infrastructure or capacity of organisations through improvements in governance, skills, standards and core resources.

The second biggest programme this year by value (23%) is again those awards under the Trustees' Areas of Special Focus with its two strands of substance abuse and the criminal justice system. Of special interest this year is a grant to the Association for Relief & Medical Aid, a Somali organisation based in Greenwich that is contributing to the Foundation's commitment to address the harm caused by use of the drug qat by wide sections of the UK Somali community. In the criminal justice area the award to the Stepping Stones Trust for the Beyond the Wall project is the first in the Foundation's new approach to offender support work in the new era of the National Offender Management Service. Any future application to the Foundation for work with offenders either before or after release must be part of a cohesive programme that spans both the prison and probation elements of the process. For 2006, addressing substance abuse (as part of a contribution to community health) and criminal justice will come under our revised Foundations of Society Programme as two of its specific themes.

The emphasis of the Foundations of Society programme remains on grants to support work that aims to improve the lives of young people. All grants this year, third by value of awards (15%), were in this vein. Of note is the award to the Hanley Crouch Community Association for some exceptional work with young girls who routinely take refuge in alcohol. It is also a pleasure to report the renewal of our relationship with the Royal Court Theatre's Young Writers Project that the Foundation helped to initiate in 1995. In 2006, Foundations of Society will have three themes. In addition to the two mentioned above, there will be a third specifically focused on children and young people.

This year the Aid to Ethnic and Immigrant Communities programme is again close to the Foundations of Society programme in value, but outstrips it numerically (25%) reflecting the popularity of the Small Grants Fund for small community organisations for whom relatively minor sums of money make an enormous difference. Many of these awards are for core costs, but others for service delivery work are often for rudimentary projects on health and education. For 2006 the Foundation's wish to support any ethnic community regardless of the particular status of its members as immigrants or asylum seekers is reflected in the renaming of the programme as Support to Ethnic Communities.

Arts, Heritage and the Environment has only three awards in it this year, one sponsored under the Family Allocation arrangement. This programme will now cease with only the environment transferring to the new Community Support programme.

## Finally

After almost four years of keeping me on the straight and narrow, Jacquie Verbeek moved on from the post of Assistant to the Director in April 2006. She has been a highly valued and supportive co-worker through some major changes in the Foundation's operations not least a change of office location, two internal moves, the rolling out of SORP 2005 accounts a year ahead of compliance date and the re-launching of our Benefactor database. She has also been the Foundation's anchor while I am away (frequently) visiting applicants and beneficiaries. She leaves to build her own business and goes with my thanks for her commitment and best wishes for the future.

I would also like to acknowledge the exchanges that I have had in recent years with Mr Geoffrey White OAM, Executive Director of the Vincent Fairfax Family Foundation in Australia. The Foundation, that was established in 1962 by the late Sir Vincent Fairfax CMG (1909-1993), has many things in common with the Wates Foundation. This year it was my pleasure to meet with Ms Lucy Fairfax to discuss issues around encouraging members of the younger generations of family trusts and foundations to take up the philanthropic baton from their elders.

**B D Wheelwright**  
**Director**

**4 JULY 2006**

## Grants 2005-2006



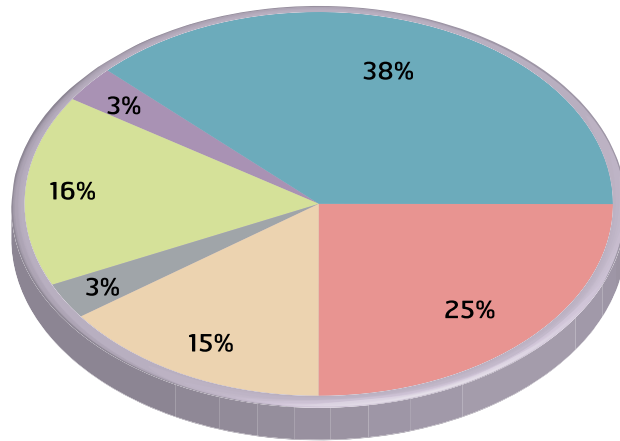
INVESTOR IN PEOPLE

## Grants 2005-2006

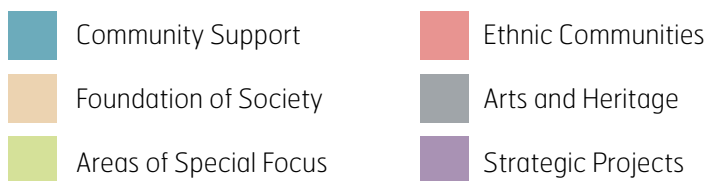
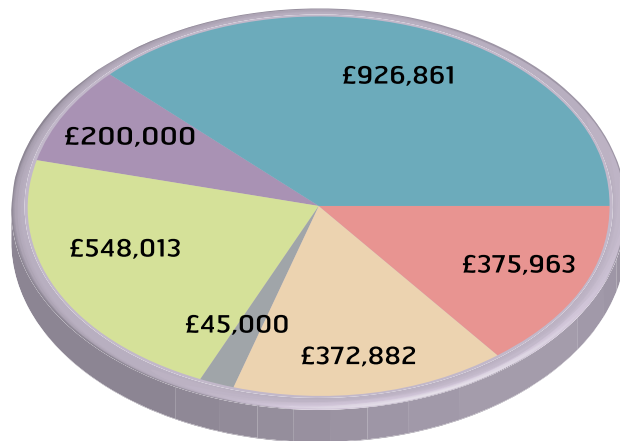
### New Awards 2005 - 2006

	n	(04)	£	(04)
<b>LARGE GRANTS FUND</b>				
• Community Support & Development	30	31	851,282	866,970
• Aid to Ethnic & Immigrant Communities	6	6	232,998	259,165
• Foundations of Society	14	8	356,132	299,094
• Arts, Heritage & the Environment	3	4	45,000	40,000
• Areas of Special Focus	15	12	534,263	368,496
• Strategic Projects	3	0	200,000	-
<b>TOTAL</b>	<b>71</b>	<b>61</b>	<b>£2,219,675</b>	<b>£1,833,725</b>
<b>SMALL GRANTS FUND</b>				
• Community Support & Development	13	8	75,579	40,000
• Aid to Ethnic & Immigrant Communities	21	11	124,965	71,116
• Foundations of Society	2	7	16,750	29,301
• Arts, Heritage & the Environment	0	0	-	-
• Areas of Special Focus	2	2	13,750	8,874
<b>TOTAL</b>	<b>38</b>	<b>28</b>	<b>£231,044</b>	<b>£149,291</b>
<b>GRAND TOTAL</b>	<b>109</b>	<b>89</b>	<b>£2,450,719</b>	<b>£1,983,016</b>

**New awards**



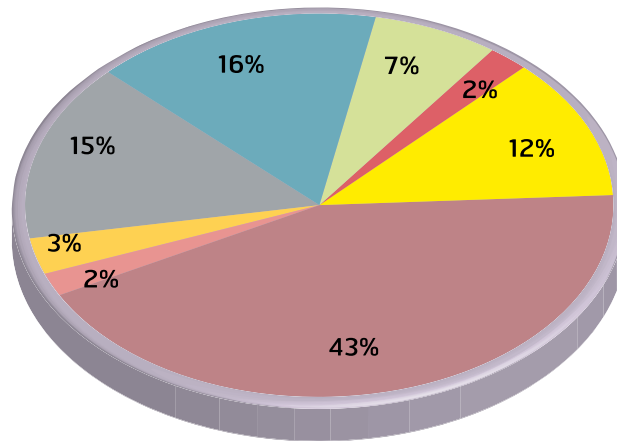
**New awards by spend**



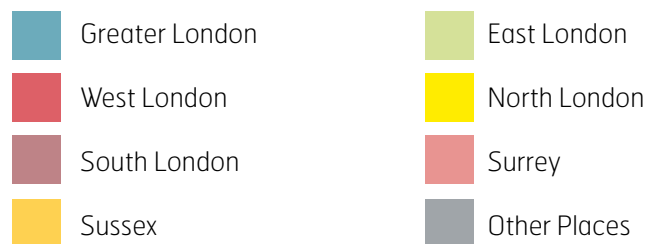
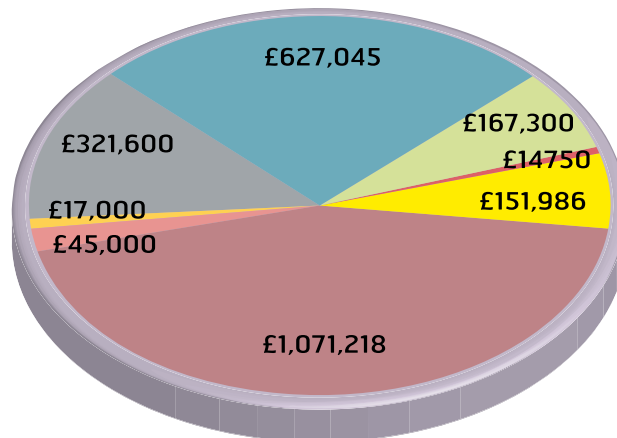
## New Awards By Location

	Large Grants		Small Grants		Totals £	
	Number	Value £	Number	Value £		
<b>LONDON</b>						
Greater	15	610,625	2	16,420	17	627,045
East	4	147,000	4	20,300	8	167,300
West	0	0	2	14,570	2	14,750
North	3	92,098	10	59,888	13	151,986
South	28	986,352	20	119,866	48	1,071,218
<b>ENGLAND</b>						
Surrey	2	45,000	0	0	2	45,000
Sussex	3	17,000	0	0	3	17,000
Other	16	321,600	0	0	16	321,600
<b>TOTALS</b>	<b>71</b>	<b>£2,219,675</b>	<b>38</b>	<b>£231,044</b>		
<b>GRAND TOTAL</b>	<b>109 Awards</b>				<b>£2,450,719</b>	

### New awards by Location



### New awards by spend by Location



## Large Grants Fund New Awards

### Community Support & Development

<b>Anna Freud Centre, London</b>	<b>£60,000</b>
Towards the core costs of a Parent-Infant project.	
<b>Arts for All, East London</b>	<b>£30,000</b>
Towards core costs.	
<b>Bromley WelCare</b>	<b>£35,000</b>
Towards the costs of family and social workers.	
<b>Construction Industry Relief, Assistance &amp; Support for the Homeless (CRASH)</b>	<b>£21,000</b>
Towards core costs. Standing grant.	
<b>Cooltan Arts, South London</b>	<b>£40,000</b>
Towards the strategic development of the organisation supporting people with learning and other disabilities.	
<b>Cranfield Trust, UK</b>	<b>£30,000</b>
Towards core costs.	
<b>Christians Against Poverty, South London</b>	<b>£30,000</b>
Towards the costs of a debt management programme.	
<b>Clouds – Working Recovery Project, Salisbury</b>	<b>£5,000</b>
Assisting former addicts to acquire skills and qualifications for employment. Younger Generation Grant.	
<b>High Trees Community Development Trust, South London</b>	<b>£29,123</b>
Towards the costs of a Community Centre Development Officer.	
<b>Hillingdon Association of Voluntary Services</b>	<b>£40,000</b>
Towards the costs of a Small Groups Service Advice Team.	
<b>Kickstart Youth IP</b>	<b>£40,000</b>
Towards a youth inclusion programme in Southwark.	
<b>Kingston Advocacy Group</b>	<b>£32,123</b>
Towards the SHOUT project working with people with learning disabilities.	
<b>Kingston WelCare</b>	<b>£35,725</b>
Towards the costs of expanding a parent support service.	
<b>Lambeth Play Association</b>	<b>£35,000</b>
Towards a capacity-building development strategy.	

<b>Magpie Dance Group, South London</b>	<b>£45,000</b>
Towards a Youth Development Project for people with learning disabilities.	
<b>Montage Theatre, South London</b>	<b>£45,000</b>
Towards core costs including salaries.	
<b>PACE Centre, Bucks</b>	<b>£10,000</b>
Towards a Special Educational Needs Fund for children with motor disorders. Younger Generation Grant.	
<b>Post-Adoption Centre, London</b>	<b>£10,000</b>
Towards a Grandparents Adoption project. Foundation Trustee Retirement Grant.	
<b>Research into Eating Disorders (Institute of Psychiatry)</b>	<b>£4,600</b>
Towards a project investigating bulimia and anorexia in young people. Younger Generation Grant.	
<b>Rights of Women, London</b>	<b>£45,068</b>
Towards the salary of a part-time legal officer.	
<b>Shaftsbury Christian Centre, South London</b>	<b>£35,000</b>
Over two years towards the Money Talks project.	
<b>Sussex Bereavement Service</b>	<b>£5,000</b>
Towards summer camps for bereaved children. Younger Generation Grant.	
<b>Slinfold School, Sussex</b>	<b>£2,000</b>
Towards a minibus club scheme. Younger Generation Grant.	
<b>Slinfold &amp; Barns Green Scouts Group, Sussex</b>	<b>£10,000</b>
A capacity building core grant. Younger Generation Grant.	
<b>Telegraph Hill Community Centre, South London</b>	<b>£37,000</b>
Towards a project supporting the elderly.	
<b>Unltd Ventures, UK</b>	<b>£30,000</b>
Towards the costs of work supporting new social entrepreneurs.	
<b>Victim Support, Kingston</b>	<b>£15,000</b>
Towards the salary of a new Domestic Violence Co-ordinator.	
<b>Voluntary Service Overseas</b>	<b>£30,000</b>
Towards sponsorship of six volunteers. Standing grant.	

**WHCM Counselling, East London** £35,000  
Towards the costs of an adult counselling service.

**Whitgift SNAP, Croydon** £29,643  
Towards an annual summer respite play scheme for disabled young people.

### **Aid to Ethnic & Immigrant Communities**

**Arab Group in Hounslow** £45,000  
Towards the costs of a youth worker on projects for young Arab people from refugee families.

**Bromley Refugee Network** £48,000  
Towards the expansion of an Advice service.

**Child Welfare Scheme, Nepal** £5,000  
Towards UK core costs.  
Younger Generation Grant.

**Croydon BME Forum** £34,998  
Towards core costs as a capacity-building measure.

**New Londoners Project, South London** £60,000  
Towards a refugee youth project working with unaccompanied minors and young people from single parent families.

**Refugee Council, UK** £40,000  
Towards the costs of a three-year London volunteering development project.

### **Foundations of Society**

**Bag Books, London and National** £20,352  
Towards the publication of three new multi-sensory books.

**Beauchamp Lodge Trust, London** £30,000  
Towards the core costs of the Floating Classroom project.

**Churchill College, Cambridge** £5,000  
Towards an on-line educational resource.  
Grant in the name of the Family of Norman Wates.

**Create (Arts), London** £37,000  
Towards a multi-art form project for school children in East London.

**English National Opera Baylis Project, Southwark & Lambeth** £45,000  
Towards the core costs of the Baylis project.

<b>Hanley Crouch Community Association, North London</b>	<b>£22,080</b>
Towards a Young Women's Support project.	
<b>High Sheriff of Surrey's Award Scheme</b>	<b>£10,000</b>
Towards core costs. Standing grant.	
<b>Lambeth Children's Theatre Company</b>	<b>£9,200</b>
A one-off grant towards the Create & Learn project.	
<b>Lambeth Partnership (Archbishops' Council)</b>	<b>£20,000</b>
Towards the Fresh Expressions initiative. Grant in the name of the Family of Norman Wates.	
<b>Lambeth Summer Projects</b>	<b>£37,500</b>
Towards the costs of projects in the Streatham area. Standing grant.	
<b>London Academy of Music &amp; Dramatic Arts</b>	<b>£40,000</b>
Towards the costs of a Development Project Manager.	
<b>Royal Court Theatre, London</b>	<b>£35,000</b>
Towards the costs of a Young Writers project.	
<b>Royal National Theatre, London</b>	<b>£10,000</b>
Towards the Backstage Pass South project.	
<b>The Lightbox (formerly Woking Galleries), Surrey</b>	<b>£35,000</b>
Towards the costs of a young people's project.	
<b>Arts, Heritage &amp; the Environment</b>	
<b>Barbican Education, London</b>	<b>£5,000</b>
Towards the Future City exhibition, Ready Steady Build.	
<b>Historic Churches Preservation Trust</b>	<b>£30,000</b>
Towards core costs. Standing grant.	
<b>National Council for the Conservation of Plants &amp; Gardens</b>	<b>£10,000</b>
Towards the core costs of the Demeter data base project. Grant in the name of the Family of Sir Ronald Wates.	

## Areas of Special Focus

<b>Association for Relief &amp; Medical Aid, Greenwich</b>	<b>£45,000</b>
Towards a drug project addressing qat abuse by young Somalis.	
<b>The Butler Trust</b>	<b>£45,000</b>
Towards the Wates Award for Excellence in Work with Female Offenders. Standing grant.	
<b>British Dyslexia Association, Greater London</b>	<b>£45,205</b>
Towards a dyslexia screening programme for offenders.	
<b>CASA Alcohol Services, Greater London</b>	<b>£40,018</b>
Towards the costs of a BME counsellor.	
<b>Croydon Family Justice Centre</b>	<b>£30,000</b>
Towards setting-up costs.	
<b>Insight Arts, London</b>	<b>£40,000</b>
Towards core funding including salaries.	
<b>Koestler Award Trust</b>	<b>£6,000</b>
Towards core costs of the prison award scheme. Standing grant	
<b>London Shakespeare Workout</b>	<b>£11,040</b>
Towards the costs of two productions in prisons in 2006.	
<b>National Youth Theatre, Greater London</b>	<b>£45,000</b>
Towards a youth offenders project as part of NYT's Outreach programme.	
<b>Prison Reform Trust</b>	<b>£35,000</b>
Towards costs of a Development Officer's salary.	
<b>Project 2041, Hillingdon</b>	<b>£45,000</b>
Towards the salary of a Youth Offender worker.	
<b>Restorative Justice Consortium, UK</b>	<b>£35,000</b>
Towards core costs.	
<b>Stepping Stones Trust, Greater London</b>	<b>£25,000</b>
Towards the Beyond the Wall project housing offenders on release.	
<b>Trail-Blazers, HM YOI Feltham</b>	<b>£42,000</b>
Towards development costs.	
<b>Women's Link, East London</b>	<b>£45,000</b>
Towards work with female offenders on release.	

## Strategic Projects

**Consortium of London Funders** **£150,000**

Towards the Fear & Fashion project over five years addressing knife culture amongst young people in London.

**Rethinking Crime & Punishment Part 2 Partnership** **£20,000**

With the Esmée Fairbairn Foundation and Thames Valley Partnership promoting community sentencing to magistrates and judges.

**Royal Society of Arts** **£30,000**

Towards a Commission on Illegal Drugs, Communities and Public Policy.

## Small Grants Fund New Awards

### Community Support & Development

<b>Bromley Churches Housing Action</b>	<b>£8,500</b>
Towards the additional hours of a Housing Visiting Officer.	
<b>Childhood Foundation, Upper Norwood</b>	<b>£5,251</b>
Towards gaining accreditation with the Aiming High quality mark.	
<b>Croydon Darby &amp; Joan Club</b>	<b>£3,750</b>
Towards costs of volunteers providing meals to elderly residents.	
<b>Croydon Neighbourhood Care Association</b>	<b>£2,806</b>
Towards the cost of a Volunteering event.	
<b>Domestic Violence Matters, Islington</b>	<b>£10,000</b>
Towards core costs.	
<b>Issue FM, Brixton</b>	<b>£5,000</b>
Towards core costs for the setting up of a licensed Community Radio station.	
<b>Make and Play Club, North London</b>	<b>£5,265</b>
Towards an after-school club for children with disabilities.	
<b>St Giles' Young Parent Project, Camberwell</b>	<b>£5,400</b>
Towards sessional costs of parent advisory project.	
<b>Manna Counselling Service, Mitcham</b>	<b>£2,500</b>
Towards rent.	
<b>The Other Side Gallery, Islington</b>	<b>£5,778</b>
Towards an outreach project with socially excluded people.	
<b>Richmond Users Independent Living Scheme</b>	<b>£9,999</b>
Towards the costs of a newsletter.	
<b>Southwark Homeless Information Project</b>	<b>£5,000</b>
Towards core costs of an advice project.	
<b>Sydenham Gardens, South London</b>	<b>£6,330</b>
Towards the salary of a Development Worker.	

## Aid to Ethnic & Immigrant Communities

<b>Addington Afro-Ethnic Health Promotion Group, Croydon</b> Towards the salary of a drugs worker.	<b>£9,000</b>
<b>African Servant, Camden</b> Towards vocational health care training in Croydon.	<b>£2,301</b>
<b>African Support &amp; Advice Project, Camden</b> Towards core costs including rent.	<b>£7,290</b>
<b>Association of Eritrean Jeberti in UK, Greater London</b> Towards running costs of a youth club.	<b>£9,420</b>
<b>Bangladeshi Educational, Cultural &amp; Social Forum in Newham</b> Towards salary costs of a Community Development Worker.	<b>£6,000</b>
<b>Bosnia &amp; Herzegovina Community Advice Centre, Brent</b> Towards a children & young people's after school club.	<b>£3,958</b>
<b>Centre International des Compassions, Leytonstone</b> Towards a project for young French-speaking people of African descent.	<b>£3,500</b>
<b>Eritrean Community Support &amp; Information Centre, Paddington</b> Towards the Integration Promotion Project for young Eritrean & other refugees.	<b>£6,000</b>
<b>Horn of Africa Refugee Welfare Group, Wembley</b> Towards core costs.	<b>£9,570</b>
<b>Iqra-Somali Health &amp; Education Development, Lewisham</b> Towards costs of an additional advice worker and an administrator.	<b>£5,000</b>
<b>Ivorian Advice &amp; Support Group – Southwark &amp; Lambeth</b> Towards the costs of skills training for management and new volunteers.	<b>£4,920</b>
<b>Kimbanguist Association of London</b> Towards core costs.	<b>£7,000</b>
<b>Lewisham Churches for Asylum Seekers</b> Towards core costs of 45 refugee students attending Lewisham College for ESOL.	<b>£8,000</b>
<b>Merton Churches Asylum Seekers' Support Group</b> Towards the costs of an education programme for refugees in Merton.	<b>£4,500</b>
<b>Merton Somali Community</b> Towards supplementary classes in Maths & Science and Mother tongue.	<b>£5,580</b>
<b>Russian Community Association, South London</b> Towards ESOL training.	<b>£9,080</b>

**Sierra Leone Refugee Welfare Association, Southwark** £5,000  
Towards core costs.

**Somali Bravenese Welfare Association in Barnet** £5,546  
Towards the costs of a health project for young girls.

**Sudanese Refugees Support Programme in Ealing** £5,000  
Towards an employment and access project.

**Waltham Forest Somali Bravanese Action Group** £3,300  
Towards costs of accredited training in advocacy skills.

**Westminster Bangladeshi Association** £5,000  
Towards core costs including rent.

### **Foundations of Society**

**Newham Welfare Trust** £7,500  
Towards the sessional costs of an Education Development Worker.

**Sitacy Community Culture & Sports Centre, Kennington** £9,250  
Towards the core costs of a youth sports programme in Brixton.

### **Areas of Special Focus**

**The Dialogue Trust** £5,000  
Towards the costs of a full-time Co-ordinator in HMPs Wandsworth, Brixton, Holloway and Feltham.

**HMP Wormwood Scrubs Chaplaincy** £8,750  
Towards a Community Chaplaincy pilot project for offenders on release.

## Independent Auditors' Report

### To the Trustee of The Wates Foundation

We have audited the financial statements of The Wates Foundation for the year ended 5 April 2006, which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005).

This report is made solely to the charitable company's member, as a body, in accordance with section 44 of the charities Act 1993. Our audit has been undertaken so that we might state to the trustee those matters we are required to state to them in an auditor's 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 charity and the members of the trustee, as the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of the Trustee and auditors

The members of the trustee (who are also the trustees of the Wates Foundation for the purpose of charity law) are responsible for preparing the annual report and the financial statements in accordance with applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005). The responsibilities of the trustee are set out in the statement of responsibilities of the trustee.

We have been appointed as auditors under section 43 of the charities Act 1993 and report in accordance with regulations made under section 44 of that act. 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 true and fair view and are properly prepared in accordance with the Charities Act 1993. We report to you if the annual report of the trustee is consistent with the financial statements. We also report to you if the charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read other information contained in the annual report, and consider whether it is consistent with the audited financial statements. This other information comprises only the report of the trustees, the chairman's report and the director's report. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

#

## Basis of opinion

We conducted our audit in accordance with United Kingdom Auditing Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustee in the preparation of financial statements, and of whether the accounting policies are appropriate to the charity'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.

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 as modified by the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) of the charity's state of affairs as at 5 April 2006 and of its incoming resources and application of resources for the year then ended; and
- the financial statements have been properly prepared in accordance with the Charities Act
- the report of the trustee is consistent with the financial statements.

## Sayer Vincent

**CHARTERED ACCOUNTANTS &  
REGISTERED AUDITORS, LONDON**

# The Wates Foundation

## Statement of financial activities (incorporating an income and expenditure account)

For the year ended 5 April 2006

		2006	2005
		Total	Total
	Note	£	£
Incoming resources			
Investment income	2	679,062	1,355,980
Bank interest		6,538	4,771
Voluntary income			4,524
<b>Total incoming resources</b>		<b>685,600</b>	<b>1,365,275</b>
<b>Resources expended</b>			
Costs of generating funds		106,231	115,508
		<b>106,231</b>	<b>115,508</b>
<b>Charitable activities</b>			
Community Support & Development		1,035,341	774,451
Foundations of Society		332,388	315,538
Aid to Ethnic & Immigrant Communities		422,903	382,587
Arts, Heritage & Environment		35,348	63,803
Areas of Special Focus		317,787	300,869
Governance		10,629	16,249
<b>Total resources expended</b>	3	<b>2,260,627</b>	<b>1,969,005</b>
<b>Net outgoing resources before revaluations and investment asset disposals</b>	4	<b>(1,575,027)</b>	<b>(603,730)</b>
Realised (losses)/gains on foreign exchange movements		(402,430)	654,106
Net gains on investments		7,444,800	816,597
<b>Net income and net movement in funds for the year</b>		<b>5,467,343</b>	<b>866,973</b>
<b>Funds at the start of the year</b>		<b>31,473,407</b>	<b>30,606,434</b>
<b>Funds at the end of the year</b>		<b>36,940,750</b>	<b>31,473,407</b>

All of the above results are derived from continuing activities. All activities are treated as unrestricted. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed above.

The statement of financial activities includes the income generated by the assets held in the investment portfolio and the net gains on those investments. However, the Wates Foundation operates a total return policy on investments and the figures in the statement of financial activities do not reflect the distributions from the portfolio to fund the activities of the Foundation. Full details of these distributions can be seen in note 8.

## Balance sheet

5 April 2006

	Note	2006 £	2005 £
<b>Fixed assets</b>			
investments	8	<b>36,599,997</b>	31,331,446
		<b>36,599,997</b>	31,331,446
<b>Current assets</b>			
Debtors	9	<b>5,541</b>	5,137
Cash on deposit with Charity Bank Ltd.		<b>300,000</b>	300,000
Cash on deposit with Venturesome Fund		<b>200,000</b>	
Cash at bank and in hand		<b>85,237</b>	85,923
		<b>590,778</b>	391,060
<b>Creditors: amounts due within one year</b>	10	<b>250,025</b>	249,119
<b>Net current assets</b>		<b>340,753</b>	141,941
<b>Net assets</b>		<b>36,940</b>	31,473,407
<b>Funds</b>			
<b>Unrestricted funds</b>			
Trust Fund		<b>36,940,750</b>	31,473,407
<b>Total funds</b>		<b>36,940,750</b>	31,473,407

Approved by the trustee on \_\_\_\_\_ and signed on it behalf by

**Jane Wates OBE**  
**Chairman**

4 JULY 2006

## Scheduled Payments 2005-2006

ORGANISATION	AMOUNT £
<b>Community Support and Development</b>	
Victim Support Kingston	£7,500
CASA	£10,018
Surrey Clubs for Young People	£10,000
Family Welfare Association Croydon	£7,500
The Open Door Project	£5,000
Streatham Baptist Church	£10,000
CRASH	£7,000
St Mary's Church, Parish of Headley with Boxhill	£600
Croydon Women's Aid	£10,000
Drake Music Project	£11,117
Katherine Low Settlement	£10,000
Alcohol Recovery Project	£20,500
Surrey Community Development Trust	£12,000
Croydon Carers Centre	£7,500
Barnardo's	£12,000
Richard House Children's Hospice	£7,500
Lambeth Women's Aid	£20,000
Family Friends	£6,000
High Sheriff of Surrey's Youth Awards	£5,000
Interact Reading Service	£3,000
Dorset Road Community Project	£17,500
St Peter Walworth	£6,500
Home-Start Croydon	£16,438
Trojans Scheme	£10,000
The Pitstop	£11,776
Knights' Youth Centre	£8,000
Copleston Centre	£10,000
Meridian Money Advice	£13,000
WelCare Merton	£8,000
Quaker Social Action	£17,000
Bellingham Community Project	£8,000
Croydon Carers Centre	£10,000
Post-Adoption Centre	£20,000
The Mudchute Association (Park & Farm)	£7,500
Women's Resource Centre	£7,210

ORGANISATION	AMOUNT £
Volunteer Centre Croydon	£15,000
Everyman Project	£14,853
Citizens Advice Bureau Southwark	£17,544
Faith in Action Merton Homelessness Project	£20,000
North London Action for the Homeless	£7,540
Richmond Borough Association for Mental Health	£17,500
Roundabout	£17,500
School for Social Entrepreneurs	£17,500
Springfield Community Flat	£20,000
Charities Evaluation Services	£5,000
Shoreditch Tabernacle Baptist Church	£7,000
Association of Charitable Foundations	£2,000
Ebbisham Association	£13,320
St John's Community Development Programme	£7,000
Combat Stress	£7,500
Action Space	£8,005
Coroner's Court Support Service	£15,000
Children's Law UK	£30,000
Bag Books	£20,352
Streets Alive Theatre Company	£17,000
WelCare Southwark Diocesan	£14,217
Bromley Churches' Housing Action	£8,500
Croydon Darby & Joan Club	£3,750
The Avenues Youth Project	£5,500
Croydon Neighbourhood Care Association	£2,806
Clouds	£5,000
Sitacy Community Culture & Sports Centre	£9,250
Royal National Theatre	£10,000
Post-Adoption Centre (24856)	£10,000
The Lambeth Partnership	£20,000
The Crime Concern Trust (Kickstart YIP)	£18,000
Hillingdon Association of Voluntary Services	£13,341
Montage Theatre Arts	£20,000
St Giles Trust	£5,400
Slinfold Minibus Club	£2,000
Richmond Users Independent Living Scheme	£9,999
Issue FM	£5,000
The Other Side Gallery	£5,778

ORGANISATION	AMOUNT £
Manna Counselling Service	£2,500
Croydon Family Justice Centre	£30,000
Sydenham Garden	£6,330
Bromley WelCare	£8,000
The Shaftesbury Christian Centre	£7,500
Domestic Violence Matters	£10,000
Southwark Homeless Information Project	£5,000
Cranfield Trust	£10,000
Christians Against Poverty	£6,500
Lambeth Play Association	£7,500
Telegraph Hill Centre Group	£8,000
Unltd	£10,000
WHCM	£8,000
Rights of Women	£10,568
Whitgift SNAP (Special Needs Activity Project)	£7,436
Kingston WelCare Association	£15,725
Kingston Advocacy Group (Shout)	£8,000
Childs Hill After School Club	£5,265
Barbican Centre Trust	£5,000
The PACE Centre	£10,000
Slinfold & Barns Green Scout Group	£10,000
Arts For All	£10,000
Midwives & Info & Resource Service	£1,980
<b>Foundations of Society</b>	
Surrey Care Trust	£12,500
Margaret Pyke Memorial Trust	£8,000
Voluntary Service Overseas	£6,000
Lifetrain Trust	£14,000
Southwark Cathedral Education Centre	£5,000
Young Vic Theatre Company	£6,000
Deptford Youth Forum	£29,797
Leap Confronting Conflict	£10,000
The Arvon Foundation	£7,500
The Maternity Alliance Trust	£9,000
Ladder to the Moon	£14,987
SeeAbility (Royal School for the Blind)	£1,000
Commission on Urban Life & Faith	£10,000

ORGANISATION	AMOUNT £
Westminster House Youth Club	£15,000
The Youth Culture Television Foundation	£14,698
Almeida Theatre	£7,500
Open Door Youth Counselling Sutton	£17,500
Psychiatry Research Trust	£4,600
Create (Arts) Ltd	£15,000
Hanley Crouch Community Association	£11,040
English National Opera	£20,000
The Beauchamp Lodge Settlement	£10,000
LAMDA	£12,500
Royal Court Theatre	£7,500
<b>Aid to Ethnic &amp; Immigrant Communities</b>	
Chinese Information & Advice Centre	£5,000
South London Refugee Association	£12,000
Merton Somali Community	£5,580
Kurdish Cultural Centre	£10,000
SHARE Community	£17,647
Oxygen	£1,850
Lewisham Multi Lingual Advice Service	£22,000
African Youth Trust	£20,000
Detention Advice Service	£15,000
The Maya Centre	£20,000
Croydon Somali Community Association	£19,960
Ethnic Alcohol Counselling in Hounslow (EACH)	£10,000
Ethiopian Development Association	£6,000
Roma Support Group	£20,000
New Avenues Youth & Community Project	£8,000
Bangladeshi Educational Forum	£6,000
Waltham Forest Somali Bravanese Action Group	£3,300
Merton Churches Asylum Seekers' Support Group	£4,500
Eritrean Community Support & Information Centre	£6,000
Newham Welfare Trust	£7,500
Horn of Africa Refugee Welfare Group	£9,570
Child Welfare Scheme	£5,000
Croydon BME Forum	£20,000
The Arab Group in Hounslow	£10,000
Association of Eritrean Jeberti in UK	£9,420

ORGANISATION	AMOUNT £
African Servant	£2,301
Bromley Refugee Network	£10,000
Ivorian Advice and Support Group	£4,920
Addington Afro Ethnic Health Promotion Group	£9,000
IQRA Somali Health & Education Development	£5,000
Bosnia & Herzegovina Advice Centre Brent	£3,958
Royal National Theatre	£10,000
Somali Bravanese Welfare Association in Barnet	£5,546
Centre International des Compassions	£3,500
Kimbanguist Association of London	£7,000
Sudanese Refugees Support Programme	£5,000
Childhood Foundation	£5,251
African Support and Advice Project	£7,290
Westminster Bangladeshi Association	£5,000
Russian Community Association	£9,080
Sierra Leone Refugee Welfare Association	£5,000
Lewisham Churches for Asylum Seekers	£8,000
<b>Arts, Heritage and Environment</b>	
Historic Churches Preservation Trust	£7,500
Churchill Archives Centre	£5,000
National Council for the Conservation of Plants	£10,000
<b>Areas of Special Focus</b>	
The Butler Trust	£13,110
Koestler Award Trust	£1,500
Action on Addiction	£10,000
Stepping Stones Trust	£15,000
Irene Taylor Trust	£6,000
Creative & Supportive Trust Ltd	£17,500
London Action Trust	£10,000
WISH (Women in Secure Hospitals)	£11,000
Tufton Charitable Trust	£10,000
International Centre for Prison Studies	£20,000
Safe Ground Ltd	£20,000
The Dialogue Trust Limited	£5,000
Clean Break Theatre Company	£17,000
Concord Prison Trust	£16,502

ORGANISATION	AMOUNT £
Insight Arts Trust	£9,000
London Shakespeare Workout Prison Project	£11,040
Stepping Stones Trust (24959)	£5,000
Association for Relief and Medical Aid (ARMA)	£10,000
Prison Reform Trust	£10,000
British Dyslexia Association	£7,625
National Youth Theatre of Great Britain (NYT)	£9,000
Project 2041 (Navigator)	£7,500
Restorative Justice Consortium	£10,000
Royal Society of Arts	£15,000
Community Chaplaincy HMP Wormwood Scrubs	£8,750
	<b>£1,951,940</b>

## Guidance For Applicants 2006

### Grants Policy

The grants policy of the Foundation arises from the Trustees' Vision that:

The Wates family and Trustees of The Wates Foundation believe that the quality of life in society can be improved by informed and independent intervention to alleviate distress, deprivation and social exclusion.

The Trustees have resolved that the Mission of the Foundation will be:

To harness the generosity of the Founders to the enthusiasm and knowledge of the Wates family and present Trustees to improve the quality of life of the deprived, disadvantaged and excluded in the community in which we live.

The Foundation aims to alleviate distress and improve the quality of life by promoting a broad range of social priorities. Some priorities reflect the interests of particular Trustees. There is emphasis on the physical, mental and spiritual welfare of the young and disadvantaged, aged 5-25. Racial equality is stressed throughout.

Grants are only made to work in Greater London, defined generally as the metropolitan area encompassed by the M25 Motorway, with a preference for South London.

A higher priority is given to projects that seek to comply with recognised quality assurance and accreditation schemes.

Features of Foundation-funded projects

- The work is about providing solutions to problems rather than making them more bearable.
- There is a clear sense of objectives, and of how to achieve them.
- The work may be novel, pioneering or risky.
- A grant has a good chance of making a difference.

## Programmes 2006–2008

Foundation grants are made under five broad programme headings which are explained below, each of which has specific objectives set by the Trustees. These objectives, which are reviewed regularly, are the criteria against which Trustees assess the relevance and potential impact of outcomes that a grant applicant proposes to achieve with the help of a Foundation grant.

### Community Support

**OBJECTIVE:**

To assist those in need in the community through the provision support for the provision of local services, projects and programmes.

**AREAS OF BENEFIT:**

Unless covered as specific themes in other programmes, for all project delivery work including support to the elderly, the unemployed, the homeless, victims of abuse, community regeneration and the urban environment, and faith-based community projects.

### Community Development

**OBJECTIVE:**

To contribute to the development of the voluntary and charitable sector by strengthening organisations particularly in the areas of infrastructure, governance, training, finance, qualifications and accreditation of work and quality standards.

**AREAS OF BENEFIT:**

Organisations engaged in capacity building through strategic change and improvement.

### Support To Ethnic Communities

**OBJECTIVE:**

To facilitate access to community services and opportunities for development and integration into mainstream society.

**AREAS OF BENEFIT:**

Organisations promoting equality of access and opportunity for members of ethnic communities through the provision of services including education and training, employment, health, housing, citizenship, advice and advocacy.

## Foundations of Society

### STRATEGIC OBJECTIVE:

To build a better and stronger society by supporting initiatives particularly addressing issues around children and young people, the promotion of healthy living, and throughout the criminal justice system.

### AREAS OF BENEFIT:

- Children & Young People: work that seeks to promote the interests of those between the ages of 5 and 25 in the community including citizenship, training and education and crime diversion by any means of delivery.
- Community Health: work that promotes healthy living through training, education and therapies, support to the mentally ill or disadvantaged, and substance abuse programmes in the community (but not in prisons).
- Criminal Justice: any work falling within the spectrum of the criminal justice system from arrest to resettlement, including aspects of the courts process, work in prisons in education, training, rehabilitation, substance abuse therapies, advice and advocacy, and peer mentoring and support.

## Strategic Projects

### STRATEGIC OBJECTIVE:

To initiate pro-actively or support jointly with partners from time to time work for the development, promotion or delivery of work that seeks to influence opinion, policy or practice in line with the Foundation's Vision for a better society.

### AREA OF BENEFIT:

Any work covered by the Foundation's mainstream projects or activity as defined from time to time by the Trustees.

## Applications that will not be considered by the Wates Foundation

As a general rule we expect that applicants will have considered the Foundation's Guidance either on our web site, in guides to trusts and foundations published by organisations such as the Directory of Social Change or in other relevant references.

Our preferred format for initial approaches for funding is laid down in the Guidance section How to Apply. Applications that make no effort to meet this simple requirement will be rejected automatically.

### **The following approaches are excluded from support from the Wates Foundation:**

- From organisations that are not registered charities unless in the process of registering.
- For any work that is not legally charitable, including that of political parties or political lobbying.
- To support any work that is a statutory responsibility whether fulfilled or not.
- Sponsorship of individuals for any purpose.
- From large, well-established or national charities or umbrella organisations.
- From other grant-making bodies except in circumstances of partnerships, joint or matched funding.
- Heritage or archival projects.
- Any capital project involving the purchase, renovation or extension of buildings including the repair of churches and church appeals.
- For capital purchases such as IT equipment or furniture unless forming a part of a greater package of work or project.
- Appeals of any kind including disaster relief appeals.
- For specific physical, mental or medical conditions or disabilities.
- For sporting, social or other fund-raising events.
- From animal welfare organisations.
- Projects where the activity takes place overseas including foreign travel and expeditions.
- Conferences.
- Projects outside the Greater London area defined by the M25 motorway. Applications from charities in those parts of Surrey and Kent outside of the M25 will only be considered if they are initiated by a member of the Wates family or endorsed by them before application is made to the Foundation.

### **Range and Type of Grant**

The Foundation makes grants in two financial categories: small grants and large grants.

#### **SMALL GRANTS FUND**

The Foundation allocates £250,000 a year to small one-off grants of less than £10,000. It is expected that most of these grants will be of the order of £5,000. Grants may be towards a specific event, activity or for general funding needs. Standard exclusions apply.

Applicants for grants under the Small Grants Fund must be registered charities and have an income of less than £50,000 in the twelve months before the application.

Decisions on applications under this Fund are taken out of committee. An acknowledgement can be expected within three working weeks of application.

New applications will not be considered from previously successful applicants within 24 months of the completion of a grant.

## **LARGE GRANTS FUND**

Our large grants are either one-off payments or a grant covering a number of years. Awards may be towards a specific project for service provision or to cover core costs such as rent, revenue (salaries), infrastructure development and capacity building, and staff or management training.

The Grants Committee considers applications to the Large Grants Fund at its three annual grants meetings: July, November & March. Following the initial assessment process, applicants proceeding to the formal application stage are told for which grants meeting agenda their application has been scheduled.

New applications will not be considered from previously successful applicants within 24 months of a one-off grant payment or from the end of the periodic grant period.

## **ONE-OFF GRANTS**

A one-off grant is unlikely to exceed £15,000.

## **PERIODIC GRANTS**

Our periodic grants range from £10,000 up to £60,000, but are typically of the order of £30,000 to £50,000 depending on the nature of the project and the length of the award.

The maximum period of support is three years.

Periodic grants are subject to tapering instalments such that there is a maximum payment in one year with lower payments in other years. The maximum in any one year is presently £25,000, but is typically of the order of £20,000 to £22,000.

Example: £40,000 grant over three years in payments of £17,000, £13,000 and £10,000 (or any combination that meets the funding strategy of the applicant).

## **MONITORING ARRANGEMENTS**

The Trustees of the Foundation make their awards to bring about positive change in the circumstances of an organisation and its staff or beneficiaries to achieve the objects in the Foundation's Mission Statement. The Foundation monitors the grants that it makes in order to assess their impact and provide lessons and experience for future grant making. Agreement to take part in the Foundation's monitoring process is a condition of all grants made. The Foundation seeks to apply monitoring in proportion to the level and type of award and the size and capacity of beneficiary organisations to participate in the monitoring process.

## **ONE-OFF GRANTS**

One-off grants are paid soon after the Grants Committee meeting concerned. A short follow-up report may be requested. The report seeks to establish what impact the award has on the applicant organisation's situation, for example with improved service delivery, benefits to clients, income flow and stability or other factors as appropriate. There is no format for this type of report: a short letter suffices.

## **PERIODIC GRANTS**

Periodic grants are made to achieve positive change over time, normally a period of three years. Potential change is usually specified as one or more outcomes that the applicant believes that it is able to achieve with the added resource of the Foundation's funds. Outcomes will be quantitative or qualitative, hard or soft and short or long-term. They will be measurable against targets, benchmarks, milestones or other identifiable achievements by the applicant organisation, its staff or clients.

Monitoring of the progress of a grant takes place at intervals throughout its life. Depending on the size of a grant, annual instalments may be paid at six-month or twelve-month intervals. Each payment is triggered on the receipt of a satisfactory monitoring report in the format of the Foundation's Grant Progress Report. Agreement to this arrangement is a condition of Foundation grants. A copy of the Progress Report questions is sent out with the Terms & Conditions of the award.

Amongst other things, the Progress Report seeks to establish the extent to which progress has been made towards achieving the outcomes originally stated by the applicant organisation. Assertions of progress will normally be supported by data such as inputs and outputs collected by the applicant organisation in the routine course of monitoring its own performance.

## **EVALUATION**

The Trustees of the Foundation are always pleased to see evaluations that have been commissioned by or on behalf of applicant organisations. Each year the Foundation commissions a small number of self-assessment evaluations by successful grant applicants. Using data collected over the lifetime of a grant and measured against the outcomes agreed at the time of application, an organisation is asked to analyse the impact of its activity, reaching conclusions and making recommendations. The Foundation pays to the organisation a small sum additional to the main award to cover the cost of this activity.

## **PERFORMANCE REVIEWS**

All Foundation periodic grants are treated as conditional liabilities. That is, payment of instalments of the award is conditional on applicants complying with the Terms & Conditions of the grant issued at the time the award is notified and on the Foundation achieving sufficient income during the relevant financial year to meet its liabilities.

Each year normally in January or February, the Trustees of the Foundation carry out a review of the performance of every current periodic grant and those that have been completed in the financial year under review, taking action as appropriate. In March the Trustees review income receipts for the year under review and meet with the Foundation's investment manager to consider estimated income for the following year.

## Terms & Conditions

(Ver.5.0:05/06)

1. The Trustees of the Foundation make the grant for the charitable purposes as set out in the letter of application, or as agreed and sometimes modified by the Foundation.
2. The Foundation's grants are either one-off payments or grants spread over a period of years. Both types of grant are often paid at six-monthly intervals. As grants are dependent upon the Foundation's future income, any grant after an initial payment is subject to annual review of its performance. In any case, where a grant equals or exceeds £25,000 and is paid by instalments in more than one year, the grant's performance will be reviewed annually.
3. Organisations are required to acknowledge in writing receipt of payments and their agreement to the Terms & Conditions of the grant.
4. Organisations should keep proper and up-to-date records showing how the grant is being used. Relevant financial records and progress reports should be available to the Foundation for inspection at short notice. After the initial payment of a periodic grant, or where a one-off grant is made in more than one payment, organisations are required to complete the Foundation's Grant Progress Report before a further instalment can be paid. Where reports are overdue by six months or more, the Foundation reserves the right to cancel or reclaim the grant on review.
5. The Grant Progress Report must be accompanied at least once a year by up-to-date signed, audited or independently examined accounts or such accounts as are required by the Charities Act or Charities (Accounts and Reports) Regulations. Organisations should acknowledge the support of the Foundation in their Accounts and Annual Report. It is expected that a Foundation grant will be listed in Accounts under the heading **Unrestricted** or **Restricted** as appropriate.
6. Where the grant is a contribution towards part or all of the cost of new staff, before payment begins the Foundation requires:
  - A job description.
  - Confirmation that the post has been filled.
  - A starting date.
  - The name and brief career details of the person filling the post.
7. When relevant, capital grants will only be paid following written confirmation of the starting date of the work and/or the order of the supplies/equipment.

8. Grants not taken up within two years of the date on which they are offered will normally be cancelled after review. The Foundation reserves the right to reclaim any grants or parts of a grant that have not been used for the purposes for which given. Organisations will be expected to repay grants if it is believed that they have acted fraudulently or negligently or are dissolved, wound up, disbanded, go into insolvent liquidation or otherwise cease to operate.

## How to Apply

Although the Foundation's Grants Committee meets three times a year in March, July and November, applications to the Foundation are accepted at any time on a rolling basis. A reply can normally be expected within 14 working days.

There is no time limit set before unsuccessful applicants might re-apply, but a telephone call to the Foundation office is advisable in the circumstances.

The Wates Foundation does not use an application form so that applicants are not constrained in promoting their case for an award. Please bear in mind, however, that we will be dealing with more than just your application; responses of excessive length can be counter productive.

## First Stage

We operate a two stage application process that should reduce the time that applicants may spend preparing material and allow us to give a response to the application in a reasonable time. On average, 75 to 90% of requests are rejected before the next stage.

Initial applications should be in the form of a letter on no more than **four A4 pages** addressing the questions below which are designed to elicit sufficient information to explain and define your application without recourse to extended correspondence. Additional publicity material, pamphlets, newspaper cuttings or reviews will not be read.

- Who you are and what you do.
- What you want to do: an outline of the project saying what it is, where it will be delivered, over what timescale and how.
- What is the budget for the project, how much you want from the Wates Foundation and where any balance of funding is coming from.
- Why you are the right organisation to do the work.
- Who will do the work and if they will have training or accreditation.
- Whether the work will involve those people you seek to benefit.
- What difference you hope to achieve and how you intend to measure it.
- How you will monitor and ensure the quality of the work undertaken.
- How in practice the work will promote equal opportunities.

A budgetary breakdown may be attached additional to the four-page limit. Budgets covering more than one year should include elements for inflation. Salaries should identify NI costs and pensions where appropriate.

Letters should be accompanied by a **signed copy** of the latest Annual Report and Accounts.

## The Next Stage

All requests for support are rigorously filtered. Formal application will only be invited after this process.

The formal process of preparing an application and undertaking visits for an application that goes forward to one of the three meetings generally starts up to three months ahead of the meeting date. A letter outlining the broad elements identified in the initial application is sent out together with the second stage application questions. You will have assembled much of the information to answer these as part of your initial approach to the Foundation.

The completed application questionnaire should be supported where appropriate by a business or work plan and future funding strategy.

## The Wates Foundation Logo

The Trustees do not pro-actively promote the work and achievements of the Foundation through the literature, works or events of other organisations. The Trustees restrict acknowledgement of their awards to appropriate mentions in the Annual Report and Accounts of beneficiary organisations. Otherwise, the Trustees promote the Foundation by making its grant making programmes accessible and available through the Foundation's web site and by participation in Funder events run by accredited umbrella organisations. Applications for use of the Foundation's logo by beneficiaries of Foundation's awards are considered on a case by case basis. Requests are to be made in writing to the Director.

## Final Point

Although we have a small staff, we are happy for potential applicants to ring us up and discuss funding opportunities or seek clarification if you are in doubt about whether you are eligible under our guidelines: this often saves on nugatory correspondence.

## Contacting us

The Director  
The Wates Foundation  
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Fax: 01372 861252

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