



# WAVE Trust

Annual Report for the year  
ended 31 October 2011

## Goals –

To make the world safer by reducing the root causes of violence, including child abuse and neglect

To drive a 70% reduction in UK physical and emotional abuse, neglect and witnessing domestic violence by 2030

## Key findings –

Child abuse and neglect are significant root causes of later violent behaviour.

While many people have the resilience to rise above abuse and neglect a large proportion of victims suffer emotionally and physically from its impacts. For this group, there is a direct link between abuse in childhood and later problems for the whole community as well as for the people who have suffered:

Those who don't turn out to be violent can often suffer depression which, in turn, can cause them to neglect their own children.

Being neglected in childhood significantly increases the risk of later criminal behaviour.

Besides violence and depression, adverse childhood experiences can later lead to a wide range of physical and mental health problems, including far higher than 'normal' levels of addiction.

Poor early experiences can lead to poor educational achievements and high levels of unemployment.

While the human brain changes throughout life, the crucial period in the formation of personality is from conception to age 3, with particular emphasis on the period from conception to age 2, because this is prime formative period of the emotional brain.

## Approach to achieve our goals –

Continuous **research** to improve understanding of the root causes of violence, child abuse and other forms of adverse childhood experience; to continue to identify current **global best practice** for stopping these; and then to **educate** and encourage policy-makers, practitioners and other professionals to adopt that best practice and **guide** them on how to do so through the production of detailed blueprints and action plans.

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## Letter from the Chair

It is with great pleasure that I present this Annual Report for the year 2011. It was a milestone year, characterised by our continuing growth in influence at national and local level, with WAVE being placed at the helm of the government's Under Twos Special Interest Group, as well as now hosting a conference for the CEOs and Directors of Local Authorities and local Health Boards to support their implementation of prevention strategies for the children under their auspices.

The Under Twos Special Interest Group is advising on national policy for this critical period of children's lives, and is an outcome of WAVE's ability to win recognition for the crucial importance of improved systems and interventions aimed at this age group.

The June 2012 Conference for Local Areas is backed by the Big Lottery Fund.

Our work with the Scottish Government and Parliament since 2006 also bore fruit with their formal adoption in 2011 of effective prevention strategies, which will be followed by the launching of the WAVE-backed programme Roots of Empathy in half the local authorities north of the border. This exceptionally humane and effective programme involves school children meeting and tracking the progress of a local baby over time, and creates a solid sense of empathy for others.

Another major event during 2011 was WAVE's Reception at 10 Downing Street, attended by the Deputy Prime Minister Nick Clegg and other cross-party sponsors of WAVE. Many of the guests have since become supporters in a variety of ways, some taking on the position of WAVE Ambassador, others as donors. We were also very pleased to add to the team of staff and directors during 2011, in the form of Sophie Andrews, formerly Head of Volunteering at the NSPCC, who joined us as Deputy CEO, and Baroness Hilary Armstrong, Minister for Social Exclusion in 2006-7, who joined the Board of Trustees.

It has been my privilege to work with the staff, trustees and volunteers of WAVE during this exceptional year, and I wish to thank them for the hard work and commitment they have shown in the service of making the lives of children happy and fulfilling.



Caroline Clark, Chair

## Letter from the CEO

This has been a year of significant progress for WAVE's message about the importance of the earliest months and years of life.

For me, the highlight of the year was the decision by the Scottish Government to commit to a strategy of prevention in its policies for children. After six years working with partners in Scotland to achieve this, 2010 saw a series of meetings with Government, civil servants and all the Opposition parties, followed by our oral and written evidence to the Scottish Parliament. *WAVE Trust Evidence on Prevention to the Scottish Parliament Finance Committee November 2010* can be found on our web site at <http://www.wavetrust.org/key-publications/reports/all>. Notwithstanding its Scottish flavour, readers will find a clear statement of why we believe a preventive, early years' strategy is in the best interests of children, and society, everywhere.

Another major achievement was the spread of the award-winning primary school parent training programme Roots of Empathy, in part because of the excellent feedback from schools, teachers and pupils in those schools which first adopted it in 2010. Between Family Nurse Partnership and Roots of Empathy, both programmes brought to the UK as a direct result of our initiatives, our work has now benefited significantly more than 20,000 children. On a smaller scale we also played a key part in the design and introduction of what we believe to be an excellent Infant Mental Health strategy in three counties of Northern Ireland.

A challenging aspect of the year was the culmination of our intensive support work for the Allen Review on Early Intervention. We succeeded in attaining the strong emphasis on the importance of the early years in the document but feel the formative age group was not served as well as it could be in the recommendations for action. Even so, there are grounds for optimism that early years' action will become widespread because further intensive work with civil servants and ministers during the year contributed to the decision by the Departments for Education and Health to set up a Special Interest Group to explore and recommend policies for children from conception to age 2. I am now co-Chairing that group with Sally Burlington from the DfE.

Above all I take this opportunity to thank our marvellous funders, without whom our success would not be possible, and our volunteer and pro bono contributors who have enabled us to go farther, faster than would otherwise be possible.

Iain Duncan Smith described WAVE as 'a small charity with the impact of a big one'; we feel 2010-11 has remained true to that feature of our identity. I salute the dedication of our quite exceptional staff team, who have sustained our continuing impact.



George Hosking, CEO

## Our People and Information

### Patrons

The Rt Hon Iain Duncan Smith MP  
General the Lord Ramsbotham GCB CBE  
Baroness Joan Walmsley

### Board of Trustees

Caroline Clark, Chair  
Baroness Hilary Armstrong  
Jan Arnow  
Professor Vivette Glover  
Kevin McGrath  
Kate Ruby-Quigley  
Honor Rhodes OBE

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### Registered company number

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### Independent Auditor

James Ragg FCA FCIE DChA  
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### Bankers

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Surrey, CR9 1SX



Tackling the roots of violence

## Report of the Trustees for year to end October 2011

The trustees have pleasure in presenting their annual report for the purposes of Section 45 of the Charities Act 1993 and Section 234 of the Companies Act 1985, together with the accounts for the year ended 31 October 2011. The trustees have adopted the provisions of the Statement of Recommended Practice 'Accounting and Reporting by Charities', issued in March 2005, in preparing the annual report and financial statements of the charity.

## Highlights

### Continuous research-led achievements

- Secured important emphasis on the early years in the Allen Review on Early Intervention.
- Input significantly to Government thinking in response to the Allen, Field and Tickell Reviews as expressed in the Government paper *Families in the Foundation Years*.
- Persuaded Government there was lack of sufficient emphasis on policies for children from conception to age 2 (in *Families in the Foundation Years*), resulting in the creation of the Special Interest Group to advise Government and local areas on this.
- Contributed to sector thinking about methodologies in early intervention by drafting the paper *Making Sense of Early Intervention*, published by the Centre for Social Justice.

### Educate and encourage, to adopt best practice

- Our work with Scottish politicians and evidence to the Scottish Parliament influenced their adoption of a national preventive strategy.
- Introduced Early Years Champions and 70/30 Ambassadors, including strong links with Rotary International.
- Contributed to recognition of early years' importance by ministers in the Irish and Moldovan Governments.
- Our knowledge on global best parenting practice significantly contributed to *Parenting Matters: Early Years and Social Mobility*, published by the think tank *Centre Forum*.

### Guide implementation of global best practice

- Caused the implementation of Family Nurse Partnership across Northern Ireland.
- Contributed to the implementation of Family Nurse Partnership across Scotland.
- Played key role in Roots of Empathy being rolled out in 15 of the 32 Scottish local authorities.
- Raised funding for launch of first Roots of Empathy programmes in England.
- Ongoing work with local authorities to promote adoption of primary prevention strategies.
- Triggered the adoption of an Infant Mental Health strategy in 3 Northern Irish counties
- Commenced partnership working with delivery organisations.

## Governance

- Updated Business Plan (Reputation/F-R strategy)
- Increased financial stability.
- Strengthened the team.

## Research-led achievements

### *The Allen Review*

In summer 2010 our CEO was appointed one of two senior advisers to the Allen Review on Early Intervention. Much of his time, and that of our Writer/Editor and other members of the team, was spent on this project until January 2011. We drafted significant parts of the document relating to the early years and made the case for, and secured important emphasis on, the crucial nature of these years in the formation of the social and emotional bedrock of children's development.

A major research activity arising from our involvement in the Allen Review was that WAVE undertook the review, analysis and collation of the numerous Submissions to the Review's Call for Evidence.

### *Government response to Reviews*

Between January and July 2011 the Government and civil service were actively engaged in considering their response to the reviews by Graham Allen, Frank Field and Claire Tickell. We were actively engaged throughout this period in providing relevant research and policy commentary to ministers, politicians and civil servants to inform them in judging their response. We warmly welcome the formal Government's response, published in July as *Families in the Foundation Years*.

### *Emphasis on conception to age 2*

Following the publication of *Families in the Foundation Years* our CEO, George Hosking, was invited to take part in a meeting of experts to provide feedback to the Departments for Education and Health on the paper. While generally expressing strong support for it, George pointed out the lack of sufficient emphasis on policies for children from conception to age 2.

As a result of his advice being accepted by the two departments, an Under 2s Special Interest Group (SIG) was set up to explore ways to promote effective implementation of the principles set out in *Families in the Foundation Years* for this age group and to identify any additional steps appropriate to promoting an

overall approach encompassing prevention, effective work with vulnerable families and the provision of early help for the under 2s. George was appointed co-Chair of the SIG, along with a civil servant, Sally Burlington, from the Department for Education. The SIG will report in June 2012.

### *Sector thinking*

The Centre for Social Justice (CSJ) also decided to make a formal response to the numerous reviews on early intervention published in 2010-11 and invited WAVE to draft this. We responded by drafting the paper which was published by the CSJ as *Making Sense of Early Intervention*. The publication was endorsed and launched by Iain Duncan Smith at a high profile seminar in City Hall in July 2011.

## Educate and encourage

### *Scotland*

In November 2010 George Hosking was called to give evidence to the Scottish Parliament's Finance Committee Review on Preventative Spending. This followed some months of meetings with representatives of all 4 Scottish political parties, including the Government Ministers for Justice, Community Safety and Children and the Early Years, at which George put forward the case for a primary prevention strategy.

In March 2011 George was invited to the launch of the Finance Committee Report on Preventative Spending at the Scottish Parliament at which it was unanimously recommended that Scotland make a fundamental shift to a strategy of prevention in its policies for children's. The Scottish Government subsequently adopted this strategy and WAVE was invited to make further submissions to advise on the formation of its budget, reflecting the commitment to prevention.

While partners with whom we have been working closely in Scotland since 2006, including the Chief Medical Officer Harry Burns, former Deputy Chief Medical Officer Peter Donnelly, Alan Sinclair, Suzanne Zeedyk and, from the Scottish Violence Reduction Unit,

John Carnochan and Karyn McCluskey, have all played important roles in this shift in Scottish national strategy, we believe WAVE's research strength and constant educational role with Government, Opposition parties and civil servants has played a significant part in this breakthrough, which reflects our fundamental value of preventing harm to children before it happens.

A Scottish country-wide preventive strategy is now being rolled out, in which WAVE continues to play an active part. It includes expanding the *Roots of Empathy* programme to 15 of Scotland's 32 local authorities, and a national roll-out across Scotland of *Family Nurse Partnership*.

### **Early Years Champions**

An important development during the year has been the creation of the Early Years Champions group, set up jointly by WAVE and the Conservative MP Andrea Leadsom. The Early Years Champions sit within the 70/30 Alliance (formerly 70/30 Coalition) and has grown to become a group of over 80 academic experts, practitioners, writers and others with hands-on experience of the value of early years' interventions.

This significant group of volunteers is now working with WAVE to develop a range of policy ideas designed to improve the welfare of children from conception to age 2 and to advise local and national policy-makers on how to apply these ideas in effective practice. The group meets once every two months in Portcullis House, House of Commons, under the joint chairmanship of Andrea and George.

Andrea has been a very active parliamentary Early Years Champion, whose arguments for the early years have been put to Cabinet Ministers and the Prime Minister.

### **70/30 Ambassadors**

During the year WAVE held a reception in support of our 70/30 strategy for about 100 guests at 10 Downing Street. One outcome of this was the creation of a group of potential 'Ambassadors' keen to promote the 70/30 message for WAVE throughout their contacts and communities. The response was strong and we ran two separate induction meetings for

Ambassadors (venue courtesy of Esmée Fairbairn Foundation). We had fifteen WAVE Ambassadors on board by end 2011, some of them quite high profile.

### **Rotary International**

During the year Anthonilla Koutsoudi built up a strong partnership with a number of local clubs and district structures in Rotary International. Her goal is to create a national partnership with Rotary in which Rotarians around the country become active Ambassadors for 70/30. Rotarians can be active in promoting adoption of primary prevention strategies and policies to reduce child maltreatment in local areas. Both the London and Surrey districts of Rotary have declared their support for WAVE and the 70/30 strategy and are providing a number of our most active Ambassadors. We will be holding a joint event with Rotary in the Guildhall in November 2012.

### **International work**

#### **Ireland**

Another opportunity to make the case for early years' came when George accepted the keynote speaker invitation to a conference on Primary Care in infant mental health, chaired by the Irish Minister of State, in Dublin. After various meetings during his visit, the Minister asked George to present again to some of her senior civil servants. This attracted a high level of media coverage including on 'Morning Ireland', the radio breakfast programme favoured by Irish politicians.

#### **Moldova**

We were also invited to make two presentations on early years and early intervention to visiting delegations from the Moldovan Government. After the first visit WAVE's was the only presentation specifically requested for inclusion in the second visit and we have been told that our advice, emphasising the value of primary prevention, is already having a significant impact on Moldovan Government policy for children.

### **Parenting**

During 2011 the think tank *Centre Forum* approached us to co-operate in advising them on key recommendations to make on parenting. This request arose from their interest in our

2010 report *International experience of early intervention for children, young people and their families* which contained a number of specific recommendations including a national parenting campaign, focus on the early years and that the key to social mobility is to improve the quality of interaction between parents and children in the earliest months and years of life. In August 2011 Centre Forum published the report *Parenting Matters* which quoted extensively from WAVE's work and had all three of our recommendations at the centre of its proposals along with the innovative idea of 'five a day' advice for parents. WAVE's input to the report was acknowledged by Centre Forum.

In September *Parenting Matters* was debated at the **Liberal Democrat Conference**, with Children's Minister Sarah Teather, Baroness Floella Benjamin and George as speakers, along with the report's author and the CEO of the Family and Parenting Institute, Katherine Rake. Sarah Teather expressed strong support for the report's conclusions.

## Global best practice

### **Family Nurse Partnership**

A decision was taken to implement Family Nurse Partnership across Northern Ireland. The Chief Nursing Officer told us this was a direct consequence of WAVE's information and advice to civil servants and the Health and Social Care Trusts in Northern Ireland.

We also promoted the extension of Family Nurse Partnership across Scotland during our meetings in 2010 with Government Ministers, and in our submission to the Finance Committee. While we cannot claim the subsequent decision by the Scottish Government to launch the programme across Scotland was due to our work, we certainly contributed to the thinking leading to this result.

Despite the general heavy cost-cutting which has been necessary, the Coalition Government decided to double the number of vulnerable teenage parents and their children who will benefit from the Family Nurse Partnership in England. This will expand the beneficiaries in England from 6,000 to over 13,000.

### **Roots of Empathy**

Roots of Empathy is a primary school-based parent training programme in which a tiny baby is brought into the classroom once a month for 9 months, providing children with exposure to a role model of loving, nurturing parenting. Introduced by WAVE to the Isle of Man in 2008, then to Northern Ireland, WAVE introduced it to Scotland in 2010, in partnership with Action for Children Scotland, who deliver the programme. The pilot programme in North Lanarkshire has been such a huge success that the Council has now decided to roll it out to every primary school in North Lanarkshire.

As a result of the Scottish Government's new commitment to a strategy of prevention, a decision was taken to provide funding for the programme to be rolled out to 15 of Scotland's 32 local authorities. During the launch event by the new Scottish Children's Minister, the Founder of Roots of Empathy, Mary Gordon, said *'I want to thank George Hosking who, for a decade or more, has been a wonderful champion for children and for Roots of Empathy, and played a key role in what we are achieving in Scotland now.'*

### **Primary prevention in local areas**

During 2010-11 we continued encouraging local authorities to give greater emphasis to spending on the early years and to adopt primary prevention strategies. Despite a number of successes in gaining support for this approach at the level of local authority CEOs, Directors of Children's Services and local Mayors, very little progress was made in practice, because of the over-riding focus on achieving spending cuts dominating local authority thinking during the period.

To help keep the focus on primary prevention and the early years, an important component of our new Deputy Chief Executive's work will be forging fruitful links with local authority and local health board management where we see the prospect of engaging their support for preventive approaches.

Our particular value for local commissioners is the unique combination of detailed knowledge of global best practice together with the decades of business strategy

expertise in drafting detailed blueprints for action on which WAVE was founded.

### ***Social Investment Business (SIB)***

We have made strong links with SIB, who want to partner with us in offering local authorities a service consisting of strategic advice, finance and management support in the implementation of preventive strategies delivered as early as possible in the life cycle. The challenge is the risk-averse nature of Local Authorities.

### ***Partnerships with delivery organisations***

We have begun to increase our success at raising funds for our own work by participating in joint applications for projects in which we have a delivery partner. At the time of writing, we have three ongoing partnership projects supporting improvements in parenting, two in local areas and one national.

### ***Improving outcomes for children, young people, and families***

This national joint project with ***Parenting UK*** is designed (i) to increase the expertise and support available to professionals and volunteers to deliver proven parenting and family support interventions and (ii) to encourage greater collaboration and sharing of best practice resources between specialist organisations. It is delivered via seminars, webinars and roundtables, as well as information and inquiry services on WAVE and Parenting UK websites. WAVE is majoring on identifying global best parenting practices and effective interventions and in writing the monthly articles which are posted on both websites.

The 2-year project is funded by the Department for Education.

### ***Croydon Family Power: Giving Children a Head Start***

This joint project with ***Croydon Voluntary Action***, will build child-empathy, enhance parental capabilities and strengthen family resilience, benefiting 1,700 families. It will implement and evaluate an innovative model of integrated provision using the evidence-based approaches Roots of Empathy and Incredible Years, underpinned by ‘asset-based community

development’ (ABCD) principles. In addition to the parent training programmes, the grant will be used to buy in customised support for families and to strengthen social networks and peer-to-peer support for families.

The programme will be delivered over three years and is intended to tackle root causes by strengthening families before problems occur or escalate. WAVE played a key role in the design of the project and in raising funding for it, and is providing ongoing advice on the direction of the project and the implementation of Roots of Empathy.

### ***Lewisham Family Pathways***

This joint project with the ***Lewisham Pre-School Learning Alliance*** targets 400 families with a prevalence of negative relationships, family violence, conduct and behaviour issues, and ‘those who will most benefit from the WAVE Trust’s “empathy” focused work’.

The project will provide targeted and holistic support to children aged 5-10 who present with anti-social, violent, aggressive or destructive behaviour, or who have witnessed or been part of a domestic violence situation or other difficult or chaotic family experience. The funding application stated that the project approach is based on research by WAVE Trust – supporting parents in connecting emotionally to their children. Key elements of the programme include a ‘Think Family’ approach, a key worker for each family and the Roots of Empathy programme.

As with the Croydon project, WAVE played a key role in the design and funding, and provides ongoing advice on direction of the project and implementation of Roots of Empathy. In addition to the 2,100 families targeted by the two programmes, Roots of Empathy in the two boroughs will benefit 5,000 children within 3 years and 8,500 in 4 years.

Both Croydon Family Power and Lewisham Family Pathways are funded by the Big Lottery.

## **Governance**

### ***Business Plan***

Thanks to the pro bono support of the ***Cranfield Institute*** (via ***Donald Reid***) we were able to update our 2009-2014 Plan. While WAVE has made good progress against the

milestones in the 2009 report, we have had to do so by different means than those planned because of the difficulty in raising funds in the current climate. The new Plan reflects this.

Two additional pieces of work underpin the Plan: we were fortunate to receive a considerable amount of pro bono support from **Reputation Inc**, which allowed us to develop a new and robust reputation strategy. This arose from their support for 70/30 following their attendance at the Downing Street event in May.

In addition, we developed a new fundraising strategy following expert input funded by Man Group plc Charitable Trust and Esmée Fairbairn Foundation.

### **Increased financial stability**

WAVE's financial stability has been greatly helped in the past year by the long-term commitment of unrestricted funds by a major donor who prefers to remain anonymous. Without his support many of the achievements listed above would not have been possible.

His support has also contributed to the fact that, for the first time ever, WAVE completed the year with a surplus.

We have also benefited from continuing donated services by Cameron Consultants and careful cost management.

### **May 2011 10 Downing Street event**

Thanks to the financial input of one of our supporters, together with funding from Man Group plc Charitable Trust, and with the sponsorship of Deputy Prime Minister Nick Clegg, we were able to hold a very successful reception to promote 70/30 at 10 Downing Street. About 100 guests were present and the meeting generated a great deal of support for the 70/30 campaign – some financial, some pro bono and some through the creation of the 70/30 Ambassadors.

We owe particular acknowledgement to Ian and Judith Wright for arranging and contributing to the event, and we thank all who participated, including the Deputy Prime Minister Nick Clegg, and all our patrons, trustees, volunteers and staff who contributed to the success of the evening.

### **Strengthened the team**

#### **Deputy CEO**

**Sophie Andrews** joined us at the beginning of September 2011 as Deputy CEO. She was formerly Head of Volunteering with the NSPCC, and has high-level charity experience following a 3-year stint as Chair of The Samaritans.

### **Other developments**

#### **Website**

November 2010 saw the launch of our new-look website. We received many acknowledgements on the quality of the site. We are particularly pleased that Jon Rouse, CEO of Croydon Council, made a video for us about the impact WAVE has had on Croydon's understanding and commitment to the early years' message. At the time of writing, his video appears on the home page of our website.

We are still short of funds to carry out the highly skilled and expensive search engine optimisation work to improve traffic flow. In the meantime, one feature of the new site is that we can carry out alterations and updates in-house. This is a valuable capability especially with the advent of joint projects where there is an obligation to exhibit regular website updates.

#### **World Health Organization Violence Prevention Alliance**

We continued to participate actively in the research and fundraising groups of the WHO Violence Prevention Alliance.

#### **An End to Violence Programme**

Until April 2011 we continued our post-release support for the 12 violent offenders we first supported in High Down Prison in 2009. Last year we reported that, with the exception of a caution for possession of cannabis, none had re-offended after 2 years (compared with a normal post-release re-offending rate of 60% within 2 years).

Regrettably, in April 2011 at very short notice, the Home Office withdrew the third year of what was originally intended to be a 3-year grant.

During the past year two of the group have been convicted and briefly imprisoned for minor offences. This still leaves a re-offending rate of only 17% after 3 years. We continue to

believe that lack of post-release support is a false economy by Government.

We continue with a small amount of work treating PTSD in ex-offenders, funded by Trusthouse.

### ***WAVE Fundraising***

We gratefully acknowledge the support received during the year for our important project work from Big Lottery, City Bridge Trust, Department for Education, Esmée Fairbairn Foundation, Garfield Weston Foundation, Home Office Community Fund, Joseph Rowntree Charitable Trust, Man Group plc Charitable Trust and Trusthouse Charitable Foundation. We also received valuable unrestricted funding from Cameron Consultants Ltd, a number of individual supporters and one-off grants, and very generous support from an anonymous benefactor.

## **Financial Review**

WAVE's incoming resources in 2010-11 at £608,256 were 12% up on the previous year. Restricted funds fell slightly, partly due to the end of the 3-year grant from Joseph Rowntree, but this was more than offset by the increase in unrestricted funds thanks to our new major donor support. Expenditure rose to £569,767, up 3% on the previous year. There was higher expenditure on recruitment after we chose to use an executive search firm to help find our new Deputy CEO and also increased spend on auditing as we crossed the £500,000 turnover level the previous year. The new website and

Downing Street event also brought in additional costs. Most of these increases were offset by donated services and reductions in equipment costs.

For the first time there is a small financial reserve at the end of the year. As noted in previous years, this understates WAVE's true financial security. Cameron Consultants Ltd has continued to stand behind WAVE financially and core staff have senior level experience in the law and as a Finance Director in major multi-nationals.

## **Looking ahead**

Some of our major work of 2012 is promoting attention to early years' policies through the Under 2s Special Interest Group and the Early Years Champions; promoting primary prevention through local area conferences in both Scotland and England, and through ongoing work with individual local authorities; building up support for 70/30 through events at Kensington Palace in May and the Guildhall in November; and constant attention to updating research and communicating findings to policy makers, commissioners and influencers at every level.

Crucially, 2012 will also see the commencement of our document *UK 70/30*, which will set out the overall actions necessary to achieve that strategy. At the time of reporting, we are still actively pursuing funding to cover the costs of this significant and major undertaking.

## Structure, Governance and Management

### *Governing Document*

WAVE Trust (also known as WAVE, or Worldwide Alternatives to Violence) is registered as a Charitable Company (company number 3863110) with its Governing Documents being the Memorandum and Articles of Association. The charity was incorporated on 21<sup>st</sup> October 1999 and qualified as a Registered Charity in England and Wales on 31<sup>st</sup> March 2000 with charity number 1080189.

WAVE Trust is governed by a board of Trustees which delegates day to day management of the charity to a chief executive.

New Trustees are selected by the Board of Trustees on the basis of the skills and experience they would bring to the charity. Before appointment familiarisation meetings are held with Trustees and Officers and background papers provided to the potential new Trustees to help understanding. Once a decision has been made that a person is suitable, they are given a document called 'Statement of Principles' which sets out the history and aims of the charity, what a Trustee's role is and the expectations and commitment required of a WAVE Trustee. The Company Secretary conducts a search to ensure the person is not disqualified from becoming a Trustee and once this has been cleared the Trustees vote on the appointment of the individual, normally at a Trustees meeting. Formal training is not provided but Trustees are advised to read the Charity Commission Guidance CC3 on 'The Essential Trustee: What you need to know'.

The charity conducts periodic SWOT analyses (Strengths, Weaknesses, Opportunities and Threats) as part of its business planning processes. These identify major risks and appropriate responses or precautions that need to be taken.

### **Objects and Activities**

The objects of the charity are for the advancement of public education in particular by undertaking activities intended to reduce violence and the doing of all such things as are incidental or conducive to the attainment of those objects.

### **Public Benefit**

The Trustees have had regard to the Charity Commission's guidance on public benefit.

The public benefit from the work of WAVE Trust is the reduction of levels and severity of violence.

Our work impacts all forms of inter-personal violence including child abuse and neglect, sibling violence, domestic violence, criminal violence and elder violence. It helps reduce physical, emotional and sexual violence. The beneficiaries are all members of society, as everyone is affected directly or indirectly (e.g. through cost effects, or fear) by the levels of violence in society.

We do not believe there is any detriment or harm arising from our work against which the benefits should be set.

WAVE's work is carried out across the whole of the United Kingdom. People in poverty are likely to benefit to a greater extent than the average person in the population.



*Tackling the roots of violence*

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