SPECIAL NEEDS AND PARENTS LIMITED

England & Wales · Charity number 1077787

Details

Other names	SNAP
Status	Registered
Legal form	Charitable company
Company number	03805837
Registered	1999-10-13
Register	View on the Charity Commission register

Contact

Address	The Snap Centre Pastoral Way Warley Brentwood CM14 5WF
Phone	01277211300
Email	info@snapcharity.org
Website	www.snapcharity.org

Activities

Objects: THE RELIEF OF CHILDREN AND YOUNG PERSONS WITH PHYSICAL AND/OR MENTAL DISABILITIES OR OTHER SPECIAL NEEDS PARTICULARLY BY THE PROVISION OF INFORMATION, ENCOURAGEMENT AND SUPPORT TO THEIR PARENTS AND SUCH OTHER CHARITABLE ACTIVITIES AS THE EXECUTIVE COMMITTEE IN THEIR ABSOLUTE DISCRETION SHALL DECIDE

Activities: Advice, information and support services for parents/carers of children and young people with disabilities. Services and activities for children and young people with disabilities and support for their siblings.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Disability
- **Who:** Children/young People, People With Disabilities, Other Defined Groups

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Geography

- Essex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-12-31	£924,610	£1,032,706	£845,207	25
2024-12-31	£1,062,649	£924,640	£953,303	25
2023-12-31	£762,109	£801,085	£815,294	22
2022-12-31	£794,999	£796,715	£854,270	20
2021-12-31	£780,878	£658,886	£855,986	20

Trustees

Name	Role	Appointed
Stuart Hulbert	Chair	2020-10-05
Denise Lagdon		2024-03-06
Elizabeth Jane Chaplin		2024-09-23
Julia Kate Gray		2013-10-22
Kate Scola		2021-09-15
Mandy Louisa Glynis Carr		2016-09-28
Paul Daniel Deller Ray		2018-09-19
Steven Paul Sawyer		2023-12-12
Surjit Verdi		2025-07-15
Suzanne Julia Davies		2009-11-27
Thomas James Broad		2024-11-26
Vincent Paul Wooding		2023-12-04

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SPECIAL NEEDS AND PARENTS LIMITED

England & Wales - Charity number 1077787

Accounts

Supporting, Nurturing and Partnering

Partnering with parents, we support families whose children have additional needs or disabilities by providing compassion, guidance, and hope.

About Us

Website: www.snapcharity.org
Email: info@snapcharity.org
Telephone: 01277 211300

Fundraising
Email: fundraising@snapcharity.org
Fundraising Tel: 01277 245345

SNAP
The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Registered Charity No. 1077787
A company limited by guarantee in England and Wales No. 03805837

Company registration number 03805837 (England and Wales)

Charity registration number 1077787 (England and Wales)

SPECIAL NEEDS AND PARENTS LIMITED

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2025

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Report of the Trustees for the year ending 31st December 2025

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2025 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Chair's Review

Welcome to the 2025 Annual Report for SNAP.

This year feels like it has been tough for everyone, with economic challenges, a political landscape that feels very different, and news and social media delivering what often feels like a constant stream of negativity.

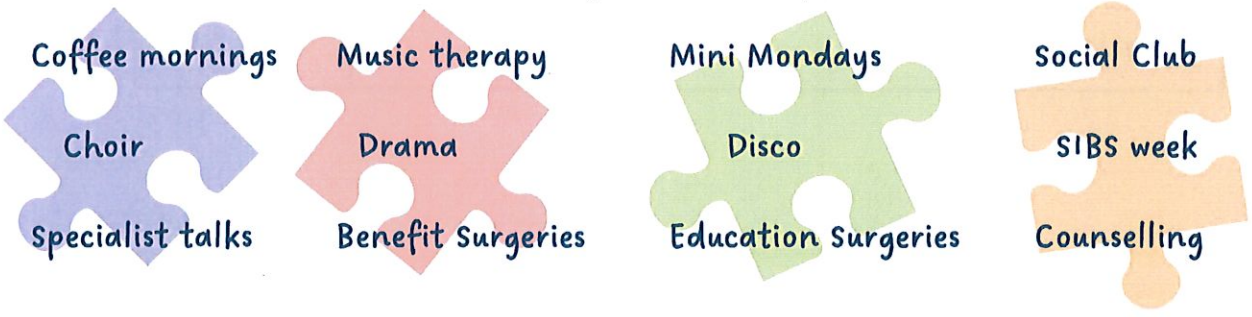
However, amongst that backdrop, there are pockets of light, and SNAP continues to shine brightly by providing a sanctuary for those who need help, support and guidance in a place that feels safe, comforting and reassuring.

We have our challenges, of course, in ensuring that we receive funding and donations, and we are extremely grateful to the individuals and businesses that support SNAP through a myriad of endeavours.

In 2025, we have had quizzes, dinners, wine tastings, a triathlon, half marathons and golf events, to name just a handful. I offer my sincere thanks to those that organise, volunteer and donate; we really do appreciate your support.

To ensure that the SNAP team remains engaged with our overriding purpose and objectives, we embarked on a Theory of Change programme, which also included the participation of Trustees. This quickly evolved into an Impact Model that crystallised exactly what SNAP is and how we make a difference to our SNAP families and has us well positioned to rise to the challenges of securing funding to ensure that our services can continue to be delivered.

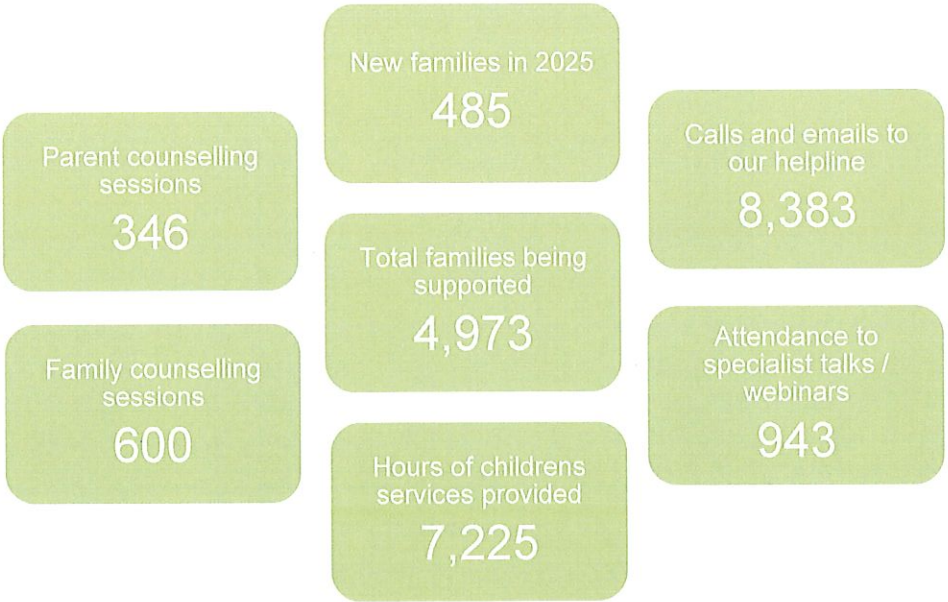
I am always in awe at the vast number of events and services that the team at SNAP manage to deliver to our families so want to share just a few examples:



In 2025, we launched a new one-to-one support service for parents, providing access to a counselling-skilled coach and qualified family mediator. This tailored service is designed to help families strengthen emotional resilience, improve communication, and navigate challenges with greater confidence. The response has been exceptional. We have received overwhelmingly positive feedback from participants, alongside strong demand for additional sessions — a clear reflection of the value and impact of this offering.

I would also like to acknowledge and thank Maggie Kiel who has retired as a Counsellor after 30 years at SNAP, an amazing achievement and I thank her for being there supporting our families.

I would also like to share some figures that illustrate the demand we have for support, help and guidance, often when people are feeling let down by others:



On behalf of my fellow Trustees, I would like to take this opportunity to thank and acknowledge our CEO, Karen Boath, and the SNAP team in delivering a consistent service that evolves to meet demand and changes affecting our families.

A key recognition of adapting to change is our participation as a founder member of the Disability Alliance, together with BOSP and Hamelin. The alliance has been formed to provide a stronger network of care, support and guidance and I look forward to watching this endeavour grow and deliver better outcomes, particularly for the transition from children to adult services.

Lastly, I would like to thank my fellow trustees for their continued, heartfelt support for SNAP to ensure that we bring good governance in support of Karen in delivering our services.

We are currently waiting to hear what the Government proposed changes will be with SEND reforms that are expected to be announced this year, and we will be there for those that may be affected in any way. Once again illustrating that, no matter what, SNAP is here and vital in providing families with much needed support and will continue to rise to the challenge.

Stuart Hulbert
Chair of the Trustees

Message from the CEO

As CEO of SNAP, I am proud to work alongside a passionate team committed to ensuring that families with children and young people with additional needs and disabilities feel heard, supported, and understood.

Over the past year, the challenges facing families have continued to intensify. Rising living costs, long waits for specialist services, and the emotional toll of caring have placed increasing strain on parents and carers. Many families tell us that SNAP is often the first place they feel truly understood, a safe and trusted space where their concerns are listened to with empathy and respect.

Demand for our services has continued to grow, particularly for early support and emotional guidance, as families seek help sooner and navigate increasingly complex systems. At the same time, the voluntary sector has faced ongoing financial uncertainty, with reduced funding opportunities and sustained pressure on resources. Despite this, SNAP has remained determined to respond with compassion, adaptability, and a clear focus on impact.

This Annual Report reflects the breadth of support we have delivered, the lives we have touched, and the strength of our SNAP community. It is a testament to what can be achieved when people work together with shared purpose, determination, and care.

I would like to thank our staff, trustees, volunteers, and partners for their continued dedication and belief in SNAP's work. Your support enables us not only to meet current demand, but to continue strengthening and developing our services so that more families receive the right support at the right time.

Karen Boath

Karen Boath
Chief Executive Officer

Objectives and Activities

Partnering with parents, SNAP supports families whose children and young people have additional needs or disabilities, by providing compassion, guidance, and hope. We aim to inform, encourage, and support parents, allowing them to grow in strength and knowledge so that they are better equipped to give the best possible help to their children.

To do this, we aim to ensure:

- Parents and carers are respected and empowered to meet the needs of their whole family.
- Children and young people live a full life with dignity and opportunities to thrive.
- Wider family members are supported, helping to build understanding and resilience.
- External agencies meet the needs of children and young with additional needs or disabilities, and they have access to the right support.

In shaping objectives for the year and planning activities, the Trustees have referred to the Charity Commission's general guidance on public benefit. SNAP is very conscious that it relies on grants, donations and income from fees to cover its operating costs, and it is essential that we provide excellent outcomes for our families in a cost-effective manner. Our fee structure reflects that affordable access to our services is extremely important to us and our families.

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2025 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high-quality services and activities.

Services and Support

Over the past 32 years, SNAP has gained an in-depth understanding of the everyday demands of supporting a child with an additional need or disability on the whole family. As a result, the charity's extensive experience ensures that families receive holistic support that helps them to lead a more fulfilling life.

SNAP has developed a variety of services in response to the needs of local families, according to age and individual levels of the children and young people we support. We have an innate understanding of what the impact of having a child with additional needs/disabilities has, which is greatly impacted by both services not meeting their needs, and a lack of understanding and inclusion in society as a whole. That is why we offer a range of services and support that:

- Partners with parents – empowering them through information and championing with them when needed.
- Creates community – providing a space where the whole family feels understood, safe and can connect with others, including siblings and wider family members
- Is flexible and practical – with services that provide individual solutions to families, and that learn from and collaborate with the families who use them
- Stays the course – being with families from 0-25 and proactively maintaining our connection with them.

The Trustees are fully engaged in discussing and reviewing the services and support offered by SNAP to ensure they are relevant and continue to meet the needs of our families.

Parents and Carers

Information, advice and support is provided by way of:

Helpline, E-mail and Telephone Support the SNAP helpline is open from 9.00am to 4.00pm weekdays (except on Fridays when it opens between 9.00am to 3.00pm) to give information and support.

Face-to-Face Parent Advice provides parents with the opportunity to discuss their concerns and difficulties with SNAP's trained staff or receive Education and Benefits advice from our specialist partner providers.

Attendance at the weekly **Multi-Disciplinary Assessment Clinic (MDAC)** at Brentwood Community Hospital. At these meetings, children/young people will have an appointment to receive a diagnosis. SNAP is in a unique and privileged position whereby we work alongside the paediatrician and other professionals at these meetings.

Counselling is provided by professional counsellors and offered to parents, children and/or the whole family where they would benefit from this service.

Specialist Parent Talks, workshops and focus events enabling families to learn about specific needs or concerns from professionals and access opportunities to network with other families and representatives of related organisations.

The **SNAP Directory** is a comprehensive online guide of useful contacts to point both parents and professionals in the right direction.

The **Information Network** updates parents regularly by email with information and opportunities relevant to their specific circumstances. The Information Network Facebook Group provides another accessible way of sharing information directly with families. Recently this has included links to activities and groups being hosted by other charities in Essex to further support our families.

The **Specialist Library** is an extensive collection of specialist books and information sheets which provide targeted information relating to specific issues or difficulties.

SNAP Survival Guides are written and produced annually to help families over times of routine change or transition. We have produced guides to support families during the Christmas and Summer holidays and moving to Secondary School.

Parent Choir sessions provide an opportunity to sing and socialise with other parents and carers.

Children and Young People

We offer a wide range of facilities and activities encompassing both term-time and holiday sessions including:

Pre-school sessions support early years development of young children with additional needs and disabilities through stimulating, interactive and sensory experiences using play, art, and music to encourage interaction within the group and between the parent and child.

After-school Clubs for school aged children and young people including more structured sessions, such as Drama and Choir, and free play sessions that utilise the specialist facilities and equipment at The SNAP Centre. Sessions focus on increasing self-esteem and confidence, while enhancing social and communication skills.

Holiday Clubs provide opportunities to meet up with other families during the school holidays. A variety of sessions are on offer that are all tailored to different age groups and different levels of need. Clubs help relieve family's isolation, which are heightened during the holidays.

All sessions benefit from the **Specialist Equipment and Facilities** available at The SNAP Centre including a multi-sensory room, IT Suite, a soft play area, an outside terrace area, and a variety of toys and games.

Siblings

Sibling Support offers inclusive activities such as the pre-school children's groups, after-school clubs, holiday sessions and sibling activity days, including our four-day SIBS4FUN program each summer. The aim is to alleviate feelings of isolation and provide respite from being a 'young carer' and allows them to meet other children who are in similar situations. In 2025, SIBS4FUN was based on a theme of Superheroes.

Outcomes:

- Reduced isolation and improved networks of support for the whole family.
- Improved access to information and strategies, which increases understanding and ability to effectively advocate for the needs of children and young people who have additional needs and disabilities.

- Increased parents/carers confidence, empowerment and ability to engage with statutory and voluntary service providers, medical professionals and other families.
- Greater self-reliance, independence and ability to ensure that children and young people with additional needs and disabilities get the best possible support.
- Increased resilience, mental health and overall feeling of wellbeing across the family.
- Improved communication skills, self-esteem and social interaction for children and young people with additional needs and disabilities.
- Enhanced support for siblings to deal with the challenges they face and give them opportunities to develop relationships with other children and young people experiencing similar circumstances.
- Increased understanding by professional bodies, including statutory and other voluntary sector organisations, of the support that SNAP families require.

Impact:

- Parents/Carers have improved emotional wellbeing, are equipped with knowledge and understanding, and are empowered in their role.
- Children and young people with additional needs and disabilities have improved emotional wellbeing, social and developmental needs are met, and health and education needs are met.
- Families have belonging, have better relationships, and have improved economic security.
- External agencies have improved knowledge and understanding, have better partnerships with and for families, and provide improved services.

Volunteers

The Charity is an integral part of the community and relies on voluntary help.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition, many volunteers take part in our fundraising activities. Our Trustees, who are all volunteers, devote significant amounts of their time to supporting SNAP in a variety of ways.

Without such dedicated and skilled volunteers SNAP could not offer the wide range of support and services essential for its families.

Achievements and Performance

2025 Achievements

- There were 485 new families who registered with SNAP for the first time in 2025, taking the total supported to 4,973 by end of the year. The numbers needing our support is indicative of the challenges families face in getting statutory provision, a lack of appropriate school places for children with additional needs, as well as an increase in awareness by parents of neurodiversity conditions.

- Our family support staff extended their presence at a greater variety of parent events across a wider area of Essex, increasing awareness of how SNAP can support families. At our premises, we have hosted a greater number of externally run training programs designed specifically for SNAP families.

- Our emotional resilience course for parents and carers has been such a success we will be branching out to cover a wider area and more parents; we also collaborated with Families in Focus for Parents 4 Parents in Basildon. The emotional resilience course has also been rolled out to our team members at SNAP, which greatly helps with their wellbeing.

- An incredible amount of money was raised through our events, with our annual golf day, wine tasting, Mesken restaurant night and our Facebook 'Live Live'. The Big Give was a massive success, coinciding with our awareness week where so many people helped spread awareness of SNAP and what SNAP does. The work of the Events Committee, made up of fantastic volunteers has helped staff pull many of these events off.

- We were named as the Brentwood Mayor's charity of the year. Our CEO attended an event to receive their generous donation.

- We have partnered with BOSP and Hamelin to create The Disability Alliance, creating a stronger network of support for families across Essex. This initiative has already been welcomed by the NHS through the Mid and South Essex Integrated Care Board.

- We have managed to secure a gold bond place for the London Marathon. Meaning we have 4 places secured for the next 4 years.

- SNAP's greatest assets are the staff that work here and we are very grateful for their dedication and expertise. During 2025, Andrea Pereira was shortlisted for helpline employee of the year by the Helplines Partnership. In our weekly survey of staff using an online wellbeing tool, pride in working for SNAP is always above national and sector comparisons.

2026 Aspirations

- Ensure that SNAP can meet the growing demand for our services across the whole of Essex.

- Continue to evaluate and adapt our services to ensure they are providing the best possible support to our families. Using our "Impact Study" to showcase the impact of SNAP on families. There will be more direct feedback from our parents which will quantify what we are saying in our impact study.

- Look to strengthen relationships with other charities particularly in transitional support to facilitate partnership working.

- Explore and develop more corporate partnerships as we endeavour to explore diversified income streams.

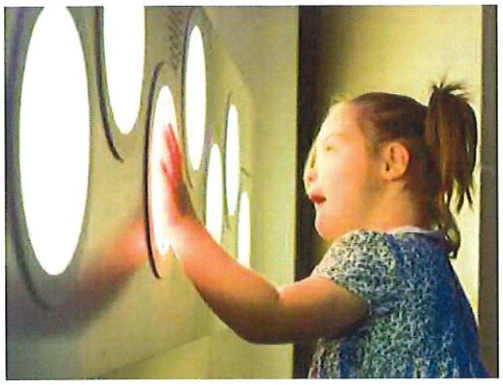
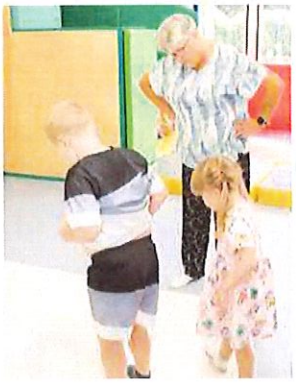
- Ensure that SNAP remains in a good position financially with adequate unrestricted reserves to cover expenditure requirements for between 6 to 9 months.

- Advance our investment plans for upgrading both our premises and our back-office infrastructure. A particular focus is our changing room provision and our counselling rooms.

- Continue to review the functionality of the Website and mobile access. Ensure they are fit for purpose and user friendly.

- Sustain and develop relationships with our supporters and volunteers. A specific focus on storytelling and video content is important.

- Continue to monitor the health and wellbeing of staff to ensure they are properly supported to enable them to continue supporting our families.

'SNAP' Shot - number of Families with Children and Young People who have any additional need and disability Supported in 2025

4,973
Active families

485
New families registered

6,939
Children and young people with additional needs and disabilities

3,418
Helpline Phone Calls

4,965
Helpline Emails

943
Attendances at specialist talks and webinars

822
Children and young people attended holiday services and individual sessions

547
Children and young people attended clubs & activities from pre-school groups to after-school clubs

201
Sibling young carers supported in total

667
Face-to-face parent advice appointments

7,225
Hours of children's services attended

946
Counselling sessions for parents and families

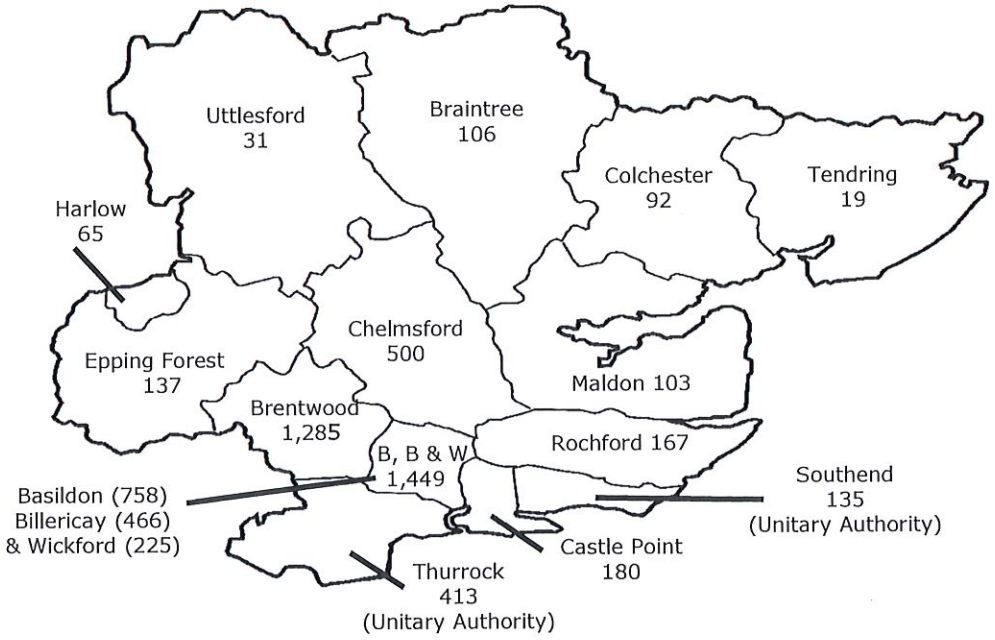
Profile of Children's Additional Needs

Below is a statistical profile according to diagnosis of the 6,939 children with additional needs currently registered with SNAP. In total there are 12,338 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	4,948	40		Behavioural Difficulties	202	2
ADD/ADHD	2,334	19		Epilepsy	197	2
Speech & language difficulties	732	6		Dyspraxia	181	1
Mental health conditions	609	5		Rare conditions	126	1
Developmental delay	447	4		Cerebral Palsy	121	1
Sensory processing disorder	422	3		Visual Impairment	117	1
Dyslexia	361	3		Chromosome disorders	111	1
Learning difficulties	219	2		Hearing impairment	100	1
Physical disability	208	2		Down syndrome	73	1
Other conditions including brain/spine/genetic/heart disorders					830	7

Area of Benefit

There were 5,046 Essex families registered with SNAP at 31st December 2025. The map shows the Essex County Council districts in which 4,682 of these families live:



In addition to the above 4,682 families shown above, we continue to provide support to families in Havering, Barking and Dagenham and Redbridge who were previously registered with us, although SNAP is no longer in a position to support new families from these areas.

Financial Review

Profitability

SNAP recorded a loss of £108,096 in 2025 compared to a profit of £138,009 in 2024. The larger loss resulted from a combination of lower income and higher expenditure.

Income of £924,610 in 2025 was £138,039 lower than in 2024 as amounts received from new restricted trusts and grant and statutory awards reduced. 2024 was also SNAP's 30th anniversary and special events were held for this milestone. In the face of cost-of-living increases and general inflation, our expenditure growth of £108,066 in the year was strongly controlled but as always staffing costs are the biggest expense.

Reserves

Despite making a loss in 2025, the Trustees believe that SNAP is in a good financial position and with continued support will continue to prosper. At 31st December 2025 SNAP's unrestricted reserves were £634,945 and include a designated reserve of £100,000. The unrestricted reserves will provide expenditure cover for 7.3 months.

Budget 2026

The budget for 2026 is for a loss of £162,849. Staff remains the biggest expense for SNAP, alongside the increase in the UK living wage, will result in our staff costs growing by 5% in 2026 compared to 2025. As a result of higher staff costs and general inflationary pressures across all types of expenditure lines, we have budgeted for an increase in expenditure to £1,074,161 in 2026.

In order to provide funding for the growth in expenditure, income has been budgeted at £911,312 for 2026, this is actually a reduction of £100,442 or 10% compared to 2025. This is due to trusts and grants having much more competition. Despite this significant decrease, the Trustees are confident that with hard work and great support, this target can be met. SNAP's work has been recognised by both statutory bodies and private trusts and the level of committed funding at the start of 2026 is already higher than we have seen in recent years. SNAP is also developing our funding with corporations and major donors.

The success of our financial position is and continues to be due to the ongoing generosity of our many donors. Without them, SNAP would not be able to continue. Statutory agencies, Charitable Trusts and Foundations, individuals, businesses, Rotary clubs, Lodges, Round Tables, schools, sports clubs and other community organisations raise money every year to help us fund our activities. Everyone at SNAP is truly very grateful for all their wonderful support.

We are also extremely grateful to all our suppliers for services provided, in particular Future Office Solutions for all their assistance with our IT needs, Blue Serif who support our website and Hollington Associates who support our recruitment.

Plans for Future Periods

SNAP has a robust 3-year Business and Fundraising Plan in place, and budgets are reviewed against actual income at each Trustee Executive meeting to ensure the charity's long-term financial stability is sustainable.

Our specific aspirations for 2026 are outlined on page 9 of this Report.

Post Balance Sheet Events

There were no significant post balance sheet events to note.

Structure, Governance & Management

Governing Document

SNAP's governing document is its Memorandum and Articles of Association, which states that its objects "are for the relief of children with physical and/or mental disabilities or other additional needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

SNAP was formed in 1994 and was registered as a charity in September 1996. On 6th May 1999 it was agreed by the Trustees that SNAP Special Needs and Parents (Registered Charity No. 1058255) should become a charitable company limited by guarantee and that the Trustees elected at the Annual General Meeting on 26th May 1999 would be the initial directors of the incorporated charity. Special Needs And Parents Limited (Company No. 03805837) was incorporated under the Companies Act 1985 on 13th July 1999 and was registered as a charity by the Charities Commission on 13th October 1999 (Registered Charity No. 1077787).

Special Needs And Parents Ltd has continued to be known as 'SNAP' and that acronym has been used throughout the report.

Trustee Recruitment and Appointment

SNAP is governed by a board of directors, which forms the Executive Committee. The directors of SNAP are known as trustees and are referred to as such throughout the annual report and accounts.

At the end of 2025, there were twelve trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

The Executive Committee conducts an annual corporate governance code formal evaluation of the Executive Committee and individual trustees. All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 19 of the accounts.

The trustees may, by ordinary resolution, appoint a person who is willing to be a trustee either to fill a vacancy or become an additional trustee. At a general meeting, a person may be appointed a trustee if he or she is recommended by the trustees in accordance with the Articles, or if a member qualified to vote at the meeting nominates a person in accordance with the Articles. The maximum number of trustees is twelve.

Trustee Induction and Training

Trustees receive a Trustee Information Pack, which includes the Charity Commission publication "CC3 The Essential Trustee: What you need to know", together with information on the Nolan Principles which are the basis of the ethical standards expected of Trustees. The pack also contains the charity's structure, aims and objectives, a Trustee job description and the Trustee standing orders which sets out how the Board will operate in support of the SNAP team.

Prospective trustees are invited to attend an Executive Committee meeting as an observer, so they fully understand the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed, and information is provided of training courses available, so that Trustee development continues throughout their time on the Executive Committee.

Organisational Structure

The Board of Trustees, which can have up to twelve members, administers the charity. The full Board meets 4 times a year and there are standing sub-committees covering Finance and Remuneration, Fundraising and Risk. Other sub-committees are constituted as appropriate to review specific topics. In the past this has included areas such as GDPR. Other Trustees support the CEO as subject matter experts when required, an example of this being Safeguarding.

The CEO is appointed by the trustees to manage the day-to-day operations of the charity. To

facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the trustees for operational matters, including services for SNAP families, financial management, fundraising, marketing and publicity, HR and employee relations.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

Remuneration Policy for Senior Staff

As the most senior employed person within the charity, the CEO is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the CEO is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity's financial resources. The Remuneration Committee's recommendations are submitted to the full Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

- the principal risks and uncertainties that the charity faces. These are updated by the management team and presented to the Executive committee at every Executive Meeting, for review and discussion.
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Reference and Administrative Information

Charity Name:	Special Needs and Parents Limited
Working Name:	SNAP
Charity Registration No:	1077787
Company Registration No:	03805837
Registered Office and Operational Address:	The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Trustees

Stuart Hulbert (Chair)	A Chartered Insurance Broker and Joint Managing Director of a Chartered Insurance broking firm based in Brentwood, that specialises in advising and arranging insurance for the care and social welfare sector.
Mandy Carr (Vice Chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/Academy Trust Director and as a Pension Fund Trustee.
Suzanne Davies (Treasurer)	An accountant, previously Suzanne was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.
Julia Gray	Worked for the last 5 years as an Office Manager supporting families for an Essex based Therapy Centre which specialises in sensory OT. Previously Julia was a full-time mum with two sons; one of whom has additional needs. Before having her family, Julia worked in the City for over 20 years for several financial companies.
Paul Deller Ray	A Registered Social Worker with 30 years' experience across Children and Adults Social Care, both in the statutory and voluntary sectors.
Kate Scola	Works as an Economist at the Competition and Markets Authority and has two sons.
Steve Sawyer	Worked within the health, social care and charity sectors for over 20 years at local, national and international levels. Steve brings wide experience of organisational development, systems and governance, coupled with a decade-long personal experience of the support and services SNAP provides.
Vince Wooding	Vince retired in 2022. As an experienced business leader, he built and led businesses in the Financial Services and Outsourcing Industries. During his career, Vince has been a board member of various leading companies in UK, Australia and Japan.
Denise Lagdon	Denise has been involved in Education as a secondary teacher for over 40 years specialising in pastoral care, and ensuring the school in which she was Assistant Head was inclusive, giving all students every opportunity to succeed. Since retiring Denise has volunteered at SNAP in family sessions.

Elizabeth Chaplin	Liz is a mum of two children, and a full-time carer to her youngest child. Liz's daughter has complex medical needs, and they've been accessing SNAP services for over 16 years. She has a history of working in social care, initially with an interest in child protection and families affected by drug and alcohol misuse. After having her first child, she returned to work in early years, in a family support worker role.
Thomas Broad	Tom is a qualified accountant working in the financial services sector. He is currently Treasurer of the CIBC World Market's Children's Foundation and was formerly a trustee of Jessie May. His interest in SNAP originated through exploring services for his son who has additional needs.
Surjit Verdi (appointed 15 July 2025)	Surjit is a Partner based at a local law firm. Surjit's specialist area is family law where she deals with a wide range of matters to include divorce, financial and children's matters.

Staff as of Dec 2025

CEO:	Karen Boath
Financial Controller:	Chloe Parlour
Family Support	Kate Batson, Pam Kinsella, Rachel Franklin
	Alex Taylor, Andrea Pereira, Catherine Haddleton, Helen Wasdall, Katie Cachia, Liza Bowring, Natalie South, Olivia Lancaster, Paula Hollingworth, Paula Nelson, Sasha Clark

Finance & Fundraising	Sara Clifton, Callum Boath, Bev Stare Charlotte Neale, Michaela Morement, Fiona Townsend, Sami Shulton, Jill Ault

Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)

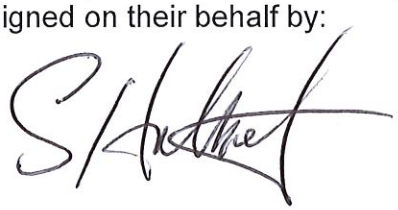
Accountants

MJ Bushell Audit LLP, Ground Floor, Kings House, 101-135 Kings Road, Brentwood, Essex CM14 4DR

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
Flagstone Group Ltd, 1st Floor, Clareville House, 26-27 Oxendon Street, London, SW1Y 4EL
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE
Redwood Bank, The Nexus Building, Broadway, Hertfordshire, SG6 3TA
United Trust Bank, 1 Ropemaker Street, London, EC2Y 9AW
Charity Bank, Fosse House, Tonbridge, TN9 1BE
Hampshire Trust Bank, 131 Finsbury Pavement, London EC2A 1NT

The Report of the Trustees on pages 1 to 18 was approved by the Trustees and signed on their behalf by:



Stuart Hulbert (Chair)
20th March 2026

SPECIAL NEEDS AND PARENTS LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPECIAL NEEDS AND PARENTS LIMITED

I report to the Trustees on my examination of the financial statements of Special Needs and Parents Limited (the Charity) for the year ended 31 December 2025.

Responsibilities and basis of report
As the Trustees of the Charity (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Independent examiner's statement
Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the Charity as required by section 386 of the Companies Act 2006.
2 the financial statements do not accord with those records; or
3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

MJ Bushell

Corné von Wielligh ACA
M J Bushell Audit LLP
Ground Floor
Kings House
101-135 Kings Road
Brentwood
Essex
CM14 4DR

Dated: 31-03-2026

SPECIAL NEEDS AND PARENTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	267,165	-	267,165	230,738	-	230,738
Charitable activities	4	75,688	442,285	517,973	53,450	584,244	637,694
Other trading activities	5	109,201	-	109,201	164,911	-	164,911
Investments	6	30,271	-	30,271	29,306	-	29,306
Total income		482,325	442,285	924,610	478,405	584,244	1,062,649
Expenditure on:							
Raising funds	7	246,269	-	246,269	205,427	-	205,427
Charitable activities	8	270,240	516,197	786,437	184,423	534,790	719,213
Total expenditure		516,509	516,197	1,032,706	389,850	534,790	924,640
Net income/(expenditure)		(34,184)	(73,912)	(108,096)	88,555	49,454	138,009
Transfers between funds		-	-	-	(2,460)	2,460	-
Net movement in funds	10	(34,184)	(73,912)	(108,096)	86,095	51,914	138,009
Reconciliation of funds:							
Fund balances at 1 January 2025		669,129	284,174	953,303	583,034	232,260	815,294
Fund balances at 31 December 2025		634,945	210,262	845,207	669,129	284,174	953,303

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SPECIAL NEEDS AND PARENTS LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	**14**		168,753		196,324
Current assets					
Debtors	**15**	6,920		14,582	
Cash at bank and in hand		708,715		783,475	
		715,635		798,057	
Creditors: amounts falling due within one year	**16**	(39,181)		(41,078)	
Net current assets			676,454		756,979
Total assets less current liabilities			845,207		953,303
The funds of the Charity					
Restricted income funds	**17**		210,262		284,174
Unrestricted funds	**18**		634,945		669,129
			845,207		953,303

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on .....

Suzanne Davies
Trustee

Stuart Hulbert
Trustee

1 Accounting policies

Charity information

Special Needs and Parents Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex, CM14 5WF.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charity's memorandum, articles and the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	The capitalised costs of the SNAP Centre building are being written off on a straight line basis over the term of the lease with effect from May 2007 for 24 years. This has now been extended to 30 years since July 2024.
Fixtures and fittings	10% per annum straight line
Computers	25% per annum straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.10 Pension

The charity operates a defined contribution pension scheme for all employees. The assets of the scheme are held separately from those of the charity. The annual contributions are charged to the SOFA.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Donations and gifts	267,165	230,738

4 Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Charitable activities						
Children's activities	40,272	-	40,272	31,161	-	31,161
Family and parent counselling	18,980	-	18,980	16,183	-	16,183
Parent services	16,436	-	16,436	6,106	-	6,106
Grants and donations	-	442,285	442,285	-	584,244	584,244
	75,688	442,285	517,973	53,450	584,244	637,694

5 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising events	109,201	164,911

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	30,271	29,306

7 Raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Other fundraising costs	17,801	5,291
Support costs	228,468	200,136
Fundraising and publicity	246,269	205,427
	246,269	205,427

8 Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Direct costs		
Staff costs	458,145	418,602
Children's activties	34,230	30,132
Parent services	17,006	9,804
Counselling	45,655	41,720
Technology costs	13,844	10,053
Premises costs	41,778	40,706
	610,658	551,017
Share of support and governance costs (see note 9)		
Support	175,779	168,196
	786,437	719,213
Analysis by fund		
Unrestricted funds	270,240	184,423
Restricted funds	516,197	534,790
	786,437	719,213

9 Support costs

	2025 £	2024 £
Staff costs	325,156	301,597
Depreciation	30,884	27,904
Technology costs	13,662	14,850
Accountancy	2,700	2,700
Premises costs	420	384
Other support costs	31,425	20,897
	404,247	368,332
Analysed between		
Fundraising	228,468	200,136
Charitable activities	175,779	168,196
	404,247	368,332

10 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	2,700	2,700
Depreciation of owned tangible fixed assets	30,884	27,904

11 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

The cost of the Trustee indemnity insurance in 2025 was £647 (2024: £647).

12 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
	25	24

Employment costs	2025	2024
	£	£
Wages and salaries	692,297	551,058
Social security costs	68,666	49,755
Other pension costs	22,338	16,432
	783,301	720,199

The key management personnel of the charity comprise the Trustees and Executive Directors (Family Services and Finance & Fundraising) The total employee benefits of the key management personnel were £105,222 (2024: £106,041).

There were no employees whose annual remuneration was more than £60,000.

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 January 2025	381,961	132,494	52,136	566,591
Additions	-	-	3,312	3,312
At 31 December 2025	381,961	132,494	55,448	569,903
Depreciation and impairment				
At 1 January 2025	272,412	57,744	40,387	370,543
Depreciation charged in the year	12,732	11,716	6,159	30,607
At 31 December 2025	285,144	69,460	46,546	401,150
Carrying amount				
At 31 December 2025	96,817	63,034	8,902	168,753
At 31 December 2024	109,549	75,026	11,749	196,324

15 Debtors

Amounts falling due within one year:	2025 £	2024 £
Trade debtors	5,000	14,582
Prepayments and accrued income	1,920	-
	6,920	14,582

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	15,722	13,376
Other creditors	552	2,529
Accruals	22,907	25,173
	39,181	41,078

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
	284,174	442,285	(516,197)	-	210,262

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
	232,260	584,244	(534,790)	2,460	284,174

18 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2025	Incoming resources	Resources expended	Transfers	At 31 December 2025
	£	£	£	£	£
General funds	669,129	482,325	(516,509)	-	634,945

Previous year:	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
General funds	583,034	478,405	(389,850)	(2,460)	669,129

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.
The trustees maintain the charity's unrestricted reserves at a level which is equivalent to between six and nine month's operational expenditure and have done so having regards to its manner of operation and likely funding steams.
The trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the charity continuing obligations at each executive meeting.
At 31 December 2025, the ratio of Unrestricted Reserves to Annual Operating Expenditure is 0.61, equivalent to 7.3 months. This is compared to 31 December 2024, with the ratio being 0.72 and providing expenditure cover for 8.7 months.

19 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 December 2025:			
Tangible assets	7,838	160,915	168,753
Current assets/(liabilities)	627,107	49,347	676,454
	634,945	210,262	845,207

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 December 2024:			
Tangible assets	9,645	186,679	196,324
Current assets/(liabilities)	659,484	97,495	756,979
	669,129	284,174	953,303

20 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

21 Major donors by category

The following organisations provided funding to SNAP across our various services in 2025.

Support and Advice to Families
Essex County Council Carer's Community Fund
Eastern Counties Educational trust
Focus Foundation
Garfield Weston Foundation
Malcolm & Beryl Crook Fund managed by the Essex Community Foundation
Mid and South Essex Integrated Care System (ICS)
NHS MSE ICB
Souter Charitable Trust
The Henry Smith Charity
The National Lottery Community Fund

Services for Children and Young People
Aspen Insurance
Big Give
Brentwood Community Fund
David Solomons Charitable Trust
Douglas Arter Foundation
D'Oyly Carte Charitable Trust
Haslers Foundation
Matchroom Sport Charitable Foundation
Maypole House Charitable Fund managed by the Essex Community Foundation
Moody Charitable Trust
St James Place Charitable Foundation
The Perry Watlington Trust
The Truelight Trust
The Tula Trust
Wacey Family Charitable Fund managed by the Essex Community Foundation

Core Funding
The Alchemy Foundation
Fowler Smith and Jones Trust
Sir Jules Thorn Charitable Trust
Ted Russell Charitable Trust

Equipment and Toys
Wooden Spoon

SPECIAL NEEDS AND PARENTS LIMITED

England & Wales - Charity number 1077787

Accounts

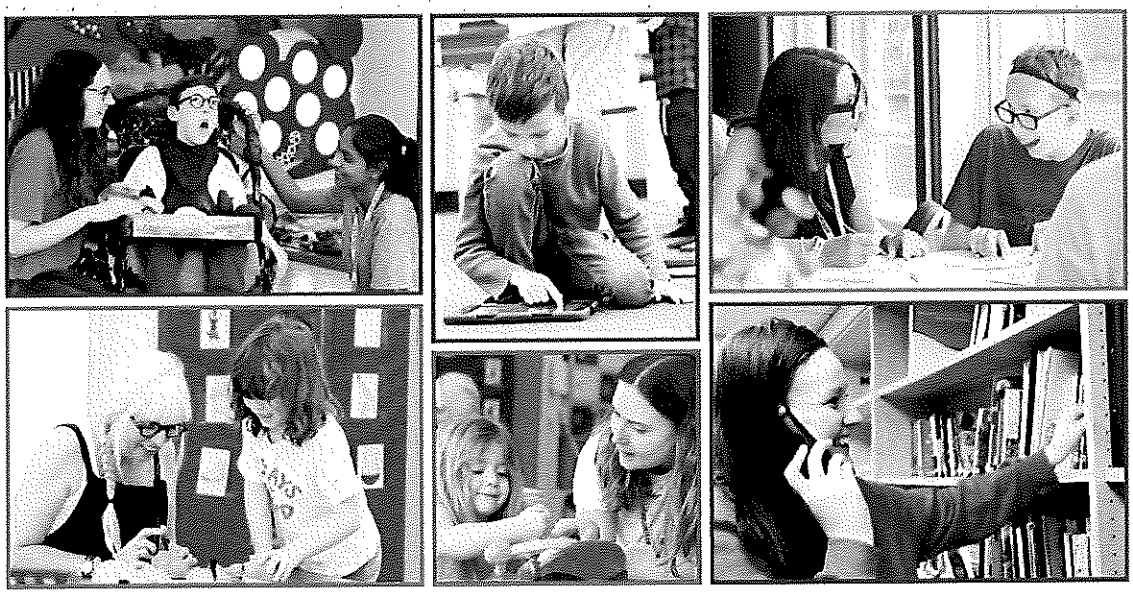
ANNUAL REPORT AND ACCOUNTS

Registered Charity No. 1077787
Company Limited By Guarantee No. 03805837

For the year ended 31st December 2024

Supporting, Nurturing and Partnering

Partnering with parents, we support families whose children have additional needs or disabilities by providing compassion, guidance and hope.



About Us

Website: www.snapcharity.org
Email: info@snapcharity.org
Telephone: 01277 211300

Fundraising
Email: fundraising@snapcharity.org
Fundraising Tel: 01277 245345

SNAP
The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Registered Charity No. 1077787
A company limited by guarantee in England and Wales No. 03805837

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2024

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Report of the Trustees for the year ending 31st December 2024

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2024 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Chair's Review

Welcome to the Report and Accounts for 2024.

I was honoured to be elected as the new Chair of the board of Trustees in 2024 and would like to thank our outgoing Chair, Mandy Carr for such strong leadership in her 5 years as Chair prior. I am grateful that Mandy took on the Vice Chair role and offer my personal thanks for her support in this handover period.

2024 was a milestone year for SNAP – our 30th Anniversary. It has been mentioned that when our founders got together and the idea of SNAP formed and started its journey none would have envisaged how this vital service has evolved and grown and yet still how necessary our services are to families, not only with new, modern challenges but also with some that would be very familiar all those years ago sadly.

I am constantly impressed by the fantastic team that Karen Boath has built since taking on the CEO role. Her leadership has generated such a positive, can-do team culture that always has our SNAP families front and centre of everything they do and constantly strive to do more and make a difference.

At the heart of SNAP's mission is our commitment to partnering with parents, providing compassion, guidance, and hope to families of children with additional needs and disabilities. Over the past year, we have seen first-hand the challenges families face, but also their incredible resilience when given the right support. Whether it's a parent finding reassurance in a counselling session, a family gaining clarity through expert advice, or children and siblings building friendships at our sessions, SNAP continues to be a place where families feel understood, supported, and empowered. As the demand for our services grows, we remain committed to evolving and expanding our support, ensuring every family that turns to us finds the help they need.

Of course, to deliver our much relied upon services we need to ensure that our financial position is strong and our Finance Director Jeremy Radley has continued to ensure that we have robust systems and data to ensure that we know our numbers and have strong budgeted planning.

Fund raising is a constant need and our team have had a fantastic 30th Anniversary year reaching the milestone of £1,000,000 income. It was a very busy year with three significant events that stood out, in particular, our Anniversary Ball, Golf day and 24 hour Kitchen Disco that raised fantastic amounts and so I would like to thank everyone involved in making those events happen and such a success.

This report offers me the opportunity to congratulate the whole SNAP team and to say thanks to every one of you for what you do, how you do it and for the impact you have on our families.

Our Board continues to evolve with some changes this year. Two very longstanding Trustees decided that this year would be the year for them to retire and so I thank both Paula Hills and Michael O'Connell for their 30 years' of service. Such dedication is incredible and on behalf of the whole Board I thank them and assure them that we will carry on their work and never lose sight of the fact that our families are at the heart of what we do.

We also welcomed two new Trustees who both bring relevant and diverse experience. Liz Chaplin is a family trustee who has been a great supporter for many years and can offer the board her lived experience and Thomas Broad who brings his banking & accountancy skills.

Finally, I would also like to highlight just a few key items from the last year:

- We welcomed 605 new families this year
- Total families supported to 4,708
- 1,068 Counselling sessions
- 529 Face 2 Face advice sessions
- Specialist Talks & Webinars with 540 participants

Just a few of the things in our fantastically busy 2024 calendar providing support, guidance, hope and fun.

We recognise that the need for our services and support are continuously in demand and so great effort has been made to plan and determine what and how we will rise to the challenge of the next year and I have every confidence that SNAP will continue to meet those challenges and be there when called upon.

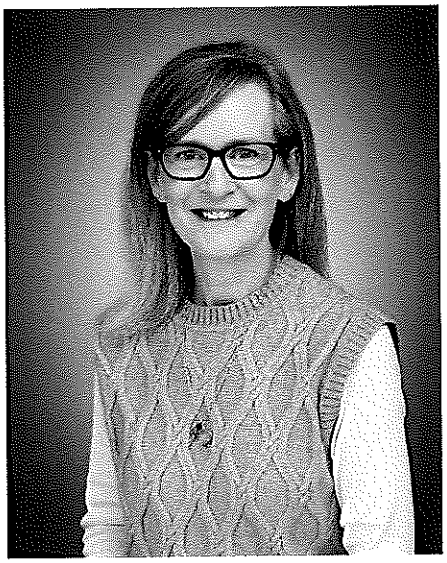
Stuart Hulbert
Chair of the Trustees

Message from the CEO

As CEO of SNAP, I am honoured to lead a passionate and resilient team that remains steadfast in our mission to support families with children and young people with additional needs and disabilities.

This past year has been one of growing hardship for the families we support. Rising costs of living, limited access to specialist services, and the emotional strain of caring have deepened the challenges faced by parents and caregivers. Many have struggled with feelings of isolation and exhaustion as they navigate an increasingly uncertain landscape.

At the same time, charities like SNAP are operating under mounting pressure. Changes introduced in the government's most recent budget have significantly affected our sector, reducing access to vital funding streams at a time when demand for our services has never been greater. Despite these challenges, we remain determined to meet the needs of our families with compassion, guidance, and hope.



This year's Annual Report highlights the breadth of support we have delivered, the lives we have impacted, and the collective strength of our SNAP community. It is a story of resilience, and the extraordinary power of working together to ensure that every family feels heard, supported, and valued.

I am deeply grateful to our staff, trustees, volunteers, and partners, whose generosity and dedication continue to drive our mission forward. Your continued support ensures that SNAP remains a trusted source of comfort and guidance for the families who rely on us.

Thank you for being part of our vital work.

Karen Boath

Karen Boath
Chief Executive Officer

Objectives and Activities

SNAP works in partnership with parents and carers of children and young people in Essex with any additional need or disability. The charity aims to inform, encourage and support parents so that they can grow in strength and knowledge and become better equipped to give the best possible help to their children. The overriding principle of SNAP's work is to help and empower the whole family.

The services at SNAP provide a safe and welcoming environment for families, that is tailored to their needs. This offers the children and young people an opportunity to freely be themselves and make new friends. Meanwhile, parents and carers have access to their own peer support network and community, relieving their own feelings of isolation.

In shaping objectives for the year and planning activities the Trustees have referred to the Charity Commission's general guidance on public benefit. SNAP is very conscious that it relies on grants, donations and income from fees to cover its operating costs and it is essential that we provide excellent outcomes for our families in a cost-effective manner. Our fee structure reflects that affordable access to our services is extremely important to us and our families.

In the course of interaction with statutory funders, care providers, local authorities and other agencies, SNAP utilises its hands-on experience to advocate that the needs of the child and family are fully understood. The objective is to inform decision makers of the support required by SNAP families.

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2024 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high-quality services and activities.

Services and Support

Over the past 31 years, SNAP has gained an in-depth understanding of the everyday demands of supporting a child with an additional need or disability on the whole family. As a result, the charity's extensive experience ensures that families receive holistic support that helps them to lead a more fulfilling life.

SNAP has developed a variety of services in response to the needs of local families, according to age and individual levels of the children and young people whose families we support. The charity recognises the changes and demands that families encounter as their children grow older. Families will develop new skills and resilience with the knowledge that SNAP is always there when needed.

SNAP actively seeks the views and opinions of our families to help measure the impact of services and to assist in the development and planning of future provision.

The Trustees are fully engaged in discussing and reviewing the services and support offered by SNAP to ensure they are relevant and continue to meet the needs of our families.

Parents and Carers

Information, advice and support is provided by way of:

Helpline, E-mail and Telephone Support the SNAP helpline is open from 9.00am to 4.00pm weekdays (except on Fridays when it opens between 9.00am to 3.00pm) to give information and support.

Face-to-Face Parent Advice provides parents with the opportunity to discuss their concerns and difficulties with SNAP's trained staff or receive Education and Benefits advice from our specialist partner providers.

Attendance at the weekly **Multi-Disciplinary Assessment Clinic (MDAC)** at Brentwood Community Hospital. At these meetings, children/young people will have an appointment to receive a diagnosis. SNAP is in a unique and privileged position whereby we work alongside the paediatrician and other professionals at these meetings.

Counselling is provided by professional counsellors and offered to parents, children and/or the whole family where they would benefit from this service.

Specialist Parent Talks, workshops and focus events enabling families to learn about specific needs or concerns from professionals and access opportunities to network with other families and representatives of related organisations.

The **SNAP Directory** is a comprehensive online guide of useful contacts to point both parents and professionals in the right direction.

The **Information Network** updates parents regularly by email with information and opportunities relevant to their specific circumstances. The Information Network Facebook Group provides another accessible way of sharing information directly with families. Recently this has included links to activities and groups being hosted by other charities in Essex to further support our families.

The **Specialist Library** is an extensive collection of specialist books and information sheets which provide targeted information relating to specific issues or difficulties.

SNAP Survival Guides are written and produced annually to help families over times of routine change or transition. We have produced guides to support families during the Christmas and Summer holidays and moving to Secondary School.

Parent Choir sessions provide an opportunity to sing and socialise with other parents and carers.

Children and Young People

We offer a wide range of facilities and activities encompassing both term-time and holiday sessions including:

Pre-school sessions support Early years' development of young children with additional needs and disabilities through stimulating, interactive and sensory experiences using play, art, and music to encourage interaction within the group and between the parent and child.

After-school Clubs for school aged children and young people including more structured sessions, such as Drama and Choir, and free play sessions that utilise the specialist facilities and equipment at The SNAP Centre. Sessions focus on increasing self-esteem and confidence, while enhancing social and communication skills.

Holiday Clubs provide opportunities to meet up with other families during the school holidays. A variety of sessions are on offer that are all tailored to different age groups and different levels of need. Clubs help relieve families' isolation, which are heightened during the holidays.

All sessions benefit from the **Specialist Equipment and Facilities** available at The SNAP Centre including a multi-sensory room, IT Suite, a soft play area, an outside terrace area, and a variety of toys and games.

Siblings

Sibling Support offers inclusive activities such as the pre-school children groups, after-school clubs, holiday sessions and sibling activity days, including our four-day SIBS4FUN programme each summer. The aim is to alleviate feelings of isolation and provide respite from being a 'young carer' and allows them to meet other children who are in similar situations. In 2024, SIBS4FUN was based on a theme of the Circus.

Outcomes:

- Reduced isolation and improved networks of support for the whole family.
- Improved access to information and strategies, which increases understanding and ability to effectively advocate for the needs of children and young people who have additional needs and disabilities.
- Increased parents/carers' confidence, empowerment and ability to engage with statutory and voluntary service providers, medical professionals and other families.
- Greater self-reliance, independence and ability to ensure that children and young people with additional needs and disabilities get the best possible support.
- Increased resilience, mental health and overall feeling of wellbeing across the family.
- Improved communication skills, self-esteem and social interaction for children and young people with additional needs and disabilities.
- Enhanced support for siblings to deal with the challenges they face and give them opportunities to develop relationships with other children and young people experiencing similar circumstances.
- Increased understanding by professional bodies, including statutory and other voluntary sector organisations, of the support that SNAP families require.

Impact:

- Parents/Carers are more resilient and empowered, are able to make confident, informed choices to help their children and young people with additional needs and disabilities and their siblings.
- Children and young people with additional needs and disabilities and their siblings experience improved social inclusion as a result of the confidence and self-esteem gained at SNAP.
- Older children and young people return to SNAP to volunteer in the activities from which they have benefitted. The skills acquired through volunteering also provide experiences that develop independence, life skills and support future life choices in education and training.

Volunteers

The Charity is an integral part of the community and relies on voluntary help.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition, many volunteers take part in our fundraising activities. Our Trustees, who are all volunteers, devote significant amounts of their time to supporting SNAP in a variety of ways.

Without such dedicated and skilled volunteers SNAP could not offer the wide range of support and services essential for its families.

Achievements and Performance

2024 Achievements

- There were 605 new families who registered with SNAP for the first time in 2024, taking the total supported to 4,708 by end of the year. The numbers needing our support is indicative of the poor level of statutory provision available to families, a lack of appropriate school places for children with additional needs, as well as an increase in awareness by parents of neurodiversity conditions.
- Our family support staff extended their presence at a greater variety of parent events across a wider area of Essex, increasing awareness of how SNAP can support families. At our premises, we have hosted a greater number of externally run training programs designed specifically for SNAP families.
- Our children's activity sessions were reconfigured and renamed to provide clarity to parents about their child's journey through the different age group activities provided by SNAP. A beautiful drama production involving our drama class students and our parent and children's choirs was delivered at Brentwood Theatre in December.
- Our website was relaunched with a new strapline using the letters in SNAP as its starting point. "Supporting, nurturing and partnering" captures what SNAP is all about. Our new mission statement can be seen on page 1. "Compassion, guidance and hope" resonated strongly with the working groups that continued to the new mission statement.
- During our 30th anniversary year, we were delighted to sign a new 30 year lease on the SNAP Centre premises. Our thanks to Brentwood Council for offering SNAP the opportunity to extend our occupancy at our lovely home.
- An incredible amount of money was raised through our 30th anniversary fundraising efforts. As well as regular events such as the SNAP Ball and the SNAP Golf Day at Thorndon Park, we hosted a 24 hour kitchen disco, a families and staff sky dive and encouraged supporters to try doing something 30 times in January 2024. The work of the Events Committee, made up of fantastic volunteers has allowed staff to focus on other areas of fundraising, for which we are very grateful.
- SNAP's greatest assets are the staff that work here and we are very grateful for their dedication and expertise. During 2024, we achieved Essex Working Well level 2 accreditation. In our weekly survey of staff using an online wellbeing tool, pride in working for SNAP is always above national and sector comparisons.
- After 30 years of continuous service, two Trustees retired from their duties. We are immensely grateful to both Michael O'Connell and Paula Hills for their incredible contribution since 1994.

2025 Aspirations

- Ensure that SNAP can meet the growing demand for our services across the whole of Essex.

- Continue to evaluate and adapt our services to ensure they are providing the best possible support to our families. Undertake a "Theory of Change" evaluation to identify the impact of SNAP on families.
- Look to strengthen relationships with other charities particularly in transitional support to facilitate partnership working.
- Ensure that SNAP remains in a good position financially with adequate unrestricted reserves to cover expenditure requirements for between 6 to 9 months.
- Advance our investment plans for upgrading both our premises and our back-office infrastructure. A particular focus is our changing room provision and our counselling rooms.
- Continue to review the functionality of the Website and mobile access. Ensure they are fit for purpose and user friendly.
- Sustain and develop relationships with our supporters and volunteers. A specific focus on story telling and video content is important.
- Continue to monitor the health and wellbeing of staff to ensure they are properly supported to enable them to continue supporting our families.
- Prepare for a statutory audit of our financial statements in the event that revenue is over £1million for a second year running.

'SNAP' Shot - number of Families with Children and Young People who have any additional need and disability Supported in 2024

4,708
Active families

605
New families registered

6,189
Children and young people with additional needs and disabilities

2,943
Helpline Phone Calls

4,274
Helpline Emails

540
Attendance at **specialist talks and webinars**

712
Children and young people attended **holiday services and individual sessions**

515
Children and young people attended **clubs & activities** from pre-school groups to after-school clubs

205
Sibling young carers supported

529
Face-to-face **parent advice** appointments and surgeries

6,789
Hours of children's services attended

1,068
Counselling sessions for parents and families

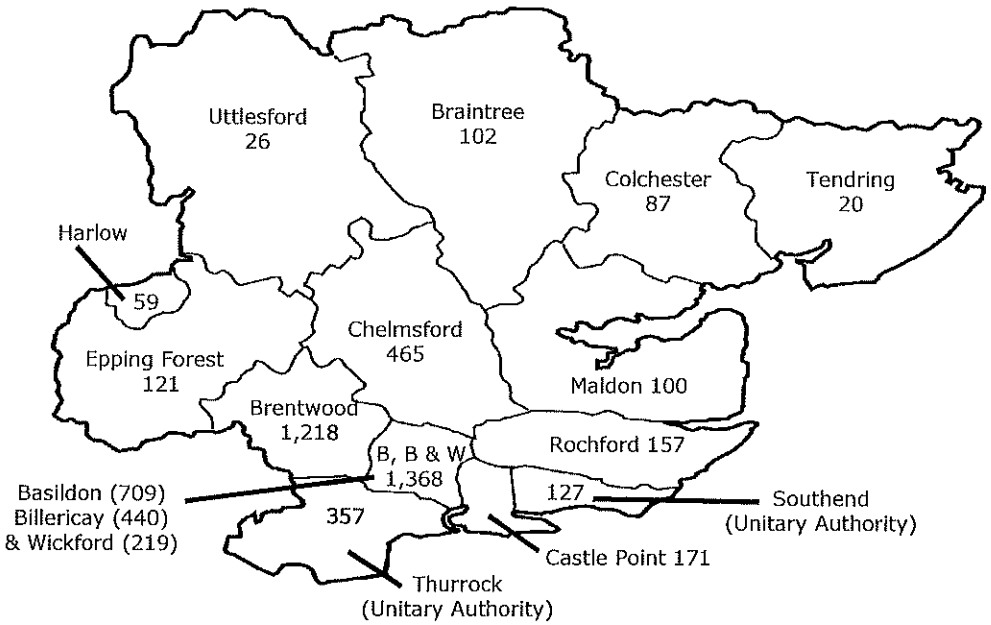
Profile of Children's Needs

Below is a statistical profile according to diagnosis of the 6,189 children with additional needs currently registered with SNAP. In total there are 11,389 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	4,496	39		Behavioural Difficulties	214	2
ADD/ADHD	1,969	17		Epilepsy	200	2
Speech & language difficulties	705	6		Dyspraxia	199	2
Mental health issues	593	5		Rare conditions	133	1
Developmental delay	419	4		Cerebral Palsy	121	1
Sensory processing disorder	401	3		Visual Impairment	118	1
Dyslexia	349	3		Chromosome disorders	105	1
Learning difficulties	236	2		Hearing impairment	92	1
Physical disability	225	2		Down syndrome	72	1
Other conditions including brain/spine/genetic/heart disorders					742	7

Area of Benefit

There were 4,708 Essex families registered with SNAP at 31st December 2024. The map shows the Essex County Council districts in which 4,378 of these families live:



In addition to the 4,378 families shown above, we continue to provide support to families in Havering, Barking and Dagenham and Redbridge who were previously registered with us, although SNAP is no longer in a position to support new families from these areas.

Financial Review

Profitability

SNAP recorded a profit of £138,000 in 2024 compared to a loss of £39,000 in 2023. The profit resulted from record levels of income and occurred despite a 15% increase in expenditure compared to the previous year.

Income of £1,068,000 in 2024 was 40% higher than in 2023 through a combination of increased support from statutory authorities and the fundraising generosity of SNAP supporters during the charity's 30th anniversary year.

Higher expenditure was driven by an expansion of services to meet the growth in number of families turning to SNAP and the changing requirements of those families. With 80% of SNAP's expenditure relating to staff costs, a contributory growth factor was the increase in the UK living wage, increasing by 10.4% in April 2024. General inflationary pressures impacted most expenditure lines.

Reserves

At 31st December 2024 SNAP's unrestricted reserves were £669,000, providing expenditure cover for 8.7 months. The Trustees believe that SNAP is in a good financial position and with continued support will continue to prosper.

Budget 2025

SNAP's budget for 2025 ensures that free reserves will remain within the requirements set out by the Trustees (see note 19 of the accounts) and that the additional funds generated from our 30th anniversary year will be utilised. At the end of 2025, free reserves are budgeted at £582,000, representing 6.5 months of expenditure cover. During 2025, a loss of £71,000 generated from a slight reduction in income and higher expenditure is expected.

Expenditure in 2025 is expected to reach £1,082,000, an increase of 17% compared to 2024. This is primarily due to further investment in the number of staff but is also impacted by additional costs such as higher employer's national insurance costs. An increase in April 2025 of the UK living wage not only creates immediate cost increases in respect of staff paid at that rate but also requires action to reduce salary compression across all staff salary bands.

In order to provide funding for the growth in expenditure, income has been budgeted at £1,012,000 for 2025, a reduction of £51,000 or 5% compared to 2024. Although a repeat of the successes at our 30th anniversary events is not expected, we do expect other forms of income to at least maintain their 2024 levels. Despite the significant amount to be raised, the Trustees are confident that with hard work and great support, the income target can be met.

The success of our financial position is and continues to be due to the ongoing generosity of our many donors. Without them, SNAP would not be able to continue. Statutory agencies, Charitable Trusts and Foundations, individuals, businesses, Rotary clubs, Lodges, Round Tables, schools, sports clubs and other community organisations raise money every year to help us fund our activities. Everyone at SNAP is truly very grateful for all their wonderful support.

We are also extremely grateful to Future Office Solutions for all their assistance with our IT needs, Blue Serif who support our website and Hollington Associates who support our recruitment.

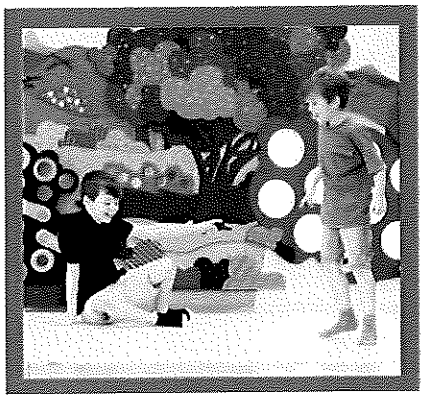
Plans for Future Periods

SNAP has a robust 3-year Business and Fundraising Plan in place and budgets are reviewed against actual income at each Trustee Executive meeting to ensure the charity's long-term financial stability is sustainable.

Our specific aspirations for 2025 are outlined on page 9 of this Report.

Post Balance Sheet Events

There were no significant post balance sheet events to note.



Structure, Governance & Management

Governing Document

SNAP's governing document is its Memorandum and Articles of Association, which states that its objects "are for the relief of children with physical and/or mental disabilities or other additional needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

SNAP was formed in 1994 and was registered as a charity in September 1996. On 6th May 1999 it was agreed by the Trustees that SNAP Special Needs and Parents (Registered Charity No. 1058255) should become a charitable company limited by guarantee and that the Trustees elected at the Annual General Meeting on 26th May 1999 would be the initial directors of the incorporated charity. Special Needs And Parents Limited (Company No. 03805837) was incorporated under the Companies Act 1985 on 13th July 1999 and was registered as a charity by the Charities Commission on 13th October 1999 (Registered Charity No. 1077787). Special Needs And Parents Ltd has continued to be known as 'SNAP' and that acronym has been used throughout the report.

Special Needs And Parents Limited had 1,261 members at the end of the year. The members' liability in the event of SNAP winding up is £1 each.

Trustee Recruitment and Appointment

SNAP is governed by a board of directors, which forms the Executive Committee. The directors of SNAP are known as trustees and are referred to as such throughout the annual report and accounts.

At the end of 2024, there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

The Executive Committee conducts an annual corporate governance code formal evaluation of the Executive Committee and individual trustees. All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 21 of the accounts.

The trustees may, by ordinary resolution, appoint a person who is willing to be a trustee either to fill a vacancy or become an additional trustee. At a general meeting a person may be appointed a trustee if he or she is recommended by the trustees in accordance with the Articles or if a member qualified to vote at the meeting nominates a person in accordance with the Articles. The maximum number of trustees is twelve.

Trustee Induction and Training

Trustees receive a Trustee Information Pack, which includes the Charity Commission publication "CC3 The Essential Trustee: What you need to know", together with information on the Nolan Principles which are the basis of the ethical standards expected of Trustees. The pack also contains the charity's structure, aims and objectives, a Trustee job description and the Trustee standing orders which sets out how the Board will operate in support of the SNAP team.

Prospective trustees are invited to attend an Executive Committee meeting as an observer, so they fully understand the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed, and information is provided of training courses available, so that Trustee development continues throughout their time on the Executive Committee.

Organisational Structure

The Board of Trustees, which can have up to twelve members, administers the charity. The full Board meets four times a year and there are standing sub-committees covering Finance and Remuneration, Fundraising and Risk. Other sub-committees are constituted as appropriate to review specific topics. In the past this has included areas such as GDPR. Other Trustees support the CEO as subject matter experts when required, an example of this being Safeguarding.

The CEO is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the trustees for operational matters including services for SNAP families, financial management, fundraising, marketing and publicity, HR and employee relations.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

Remuneration Policy for Senior Staff

As the most senior employed person within the charity, the CEO is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the CEO is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity's financial resources. The Remuneration Committee's recommendations are submitted to the full Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

- the principal risks and uncertainties that the charity faces. These are updated by the management team and presented to the Executive Committee at every Executive Meeting, for review and discussion.
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Reference and Administrative Information

Charity Name:	Special Needs and Parents Limited
Working Name:	SNAP
Charity Registration No:	1077787
Company Registration No:	03805837
Registered Office and Operational Address:	The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Trustees

Stuart Hulbert (Chair)	A Chartered Insurance Broker and Joint Managing Director of a Chartered Insurance broking firm based in Brentwood that specialises in advising and arranging insurance for the care and social welfare sector.
Mandy Carr (Vice Chair)	A retired HR Consultant with over 40 years' experience across a wide range of sectors. Latterly including 12+ years as a freelance consultant working with SMEs. Mandy has previously volunteered as a School Governor/Academy Trust Director and Chaired an occupational Pension Fund.

Suzanne Davies (Treasurer)	An accountant, previously Suzanne was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.
Julia Gray	Worked for the last 5 years as an Office Manager supporting families for an Essex based Therapy Centre which specialises in sensory OT. Previously Julia was a full-time mum with two sons; one of whom has additional needs. Before having her family, Julia worked in the City for over 20 years for several financial companies.
Paul Deller Ray	A Registered Social Worker with 35+ years' experience across Children and Adults Social Care, both in the statutory and voluntary sectors, primarily in Safeguarding, learning disability and Autism.
Kate Scola	Works as an Economist at the Competition and Markets Authority and has two sons.
Steve Sawyer	Working within the health, social care and charity sectors for over 25 years at local, national and international levels. Steve brings wide experience of organisational development, systems and governance, coupled with a decade-long personal experience of the support and services SNAP provides.
Vince Wooding	Vince retired in 2022. As an experienced business leader he built and led businesses in the Financial Services and Outsourcing Industries. During his career Vince has been a board member of various leading companies in UK, Australia and Japan.
Denise Lagdon	Denise has been involved in Education as a secondary teacher for over 40 years specialising in pastoral care and ensuring the school in which she was Assistant Head was inclusive giving all students every opportunity to succeed. Since retiring Denise has volunteered at SNAP in family sessions.
Elizabeth Chaplin (appointed 23 September 2024)	Liz is a mum of two children and a full time carer to her youngest child. Liz's daughter has complex medical needs and they've been accessing SNAP services for over 16 years. She has a history of working in social care, initially with an interest in child protection and families affected by drug and alcohol misuse. After having her first child, she returned to work in early years, in a family support worker role.

Thomas Broad (appointed 26 November 2024)	Tom is a qualified accountant working in the financial services sector. He is currently Treasurer of the CIBC World Market's Children's Foundation and was formerly a trustee of Jessie May. His interest in SNAP originated through exploring services for his son who has additional needs.
Richard Bareham (resigned 1 May 2024)	A Chartered Management Accountant with 25 years of financial management experience within the commercial and charity sectors.
Michael O'Connell (resigned 13 July 2024)	Retired solicitor and Notary Public.
Paula Hills (resigned 4 December 2024)	Founder of a music therapy charity for pre-school children with additional needs in 1993 and is a founder of SNAP. Paula previously co-ordinated the Essex Forum for Support Groups/Organisations. Paula's second child Oliver has profound and complex needs.

Staff in 2024

CEO:	Karen Boath
Finance Director:	Jeremy Radley
Family Support	Kate Batson, Rachel Franklin, Pam Kinsella Alex Taylor, Allister Fudge-Smith, Andrea Pereira, Caitlin Cable, Caley Andrews-Richardson, Hannah Cox, Helen Wasdall, Katie Cachia, Liza Bowring, Louisa Pagel, Natalie South, Olivia Lancaster, Paula Hollingworth, Paula Nelson, Sasha Clark
Finance & Fundraising	Sara Clifton, Callum Boath, Bev Stare, Charlotte Neale, Michaela Morement, Fiona Townsend, Sami Shulton, Jill Ault

Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)

Accountants

MJ Bushell Audit LLP, 8 High Street, Brentwood, Essex CM14 4AB

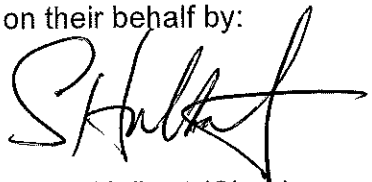
Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE
Charity Bank, Fosse House, Tonbridge, TN9 1BE
Hampshire Trust Bank, 131 Finsbury Pavement, London EC2A 1NT
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Redwood Bank, The Nexus Building, Broadway, Hertfordshire, SG6 3TA
United Trust Bank, 1 Ropemaker Street, London, EC2Y 9AW

In addition, the cash deposit platform provided by Flagstone was used to secure FSCS protection for the charity's funds.

The Report of the Trustees on pages 1 to 18 was approved by the Trustees and signed

on their behalf by:



Stuart Hulbert (Chair)
19th March 2025

SPECIAL NEEDS AND PARENTS LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPECIAL NEEDS AND PARENTS LIMITED

I report to the Trustees on my examination of the financial statements of Special Needs and Parents Limited (the Charity) for the year ended 31 December 2024.

Responsibilities and basis of report

As the Trustees of the Charity (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the Charity as required by section 386 of the Companies Act 2006.

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

M J Bushell

Corné von Wielligh ACA
M J Bushell Audit LLP
8 High Street
Brentwood
Essex
CM14 4AB

Dated: 21/03/2025

SPECIAL NEEDS AND PARENTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	230,738	-	230,738	200,489	-	200,489
Charitable activities	4	53,450	584,244	637,694	49,421	378,528	427,949
Other trading activities	5	164,911	-	164,911	124,361	-	124,361
Investments	6	29,306	-	29,306	9,310	-	9,310
Total income		478,405	584,244	1,062,649	383,581	378,528	762,109
Expenditure on:							
Raising funds	7	205,427	-	205,427	169,618	-	169,618
Charitable activities	8	184,423	534,790	719,213	212,025	419,442	631,467
Total expenditure		389,850	534,790	924,640	381,643	419,442	801,085
Net income/(expenditure)		88,555	49,454	138,009	1,938	(40,914)	(38,976)
Transfers between funds		(2,460)	2,460	-	-	-	-
Net movement in funds	10	86,095	51,914	138,009	1,938	(40,914)	(38,976)
Reconciliation of funds:							
Fund balances at 1 January 2024		583,034	232,260	815,294	581,096	273,174	854,270
Fund balances at 31 December 2024		669,129	284,174	953,303	583,034	232,260	815,294

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SPECIAL NEEDS AND PARENTS LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	14		196,324		184,820
Current assets					
Debtors	15	14,582		-	
Cash at bank and in hand		783,475		678,077	
		798,057		678,077	
Creditors: amounts falling due within one year	16	(41,078)		(47,603)	
Net current assets			756,979		630,474
Total assets less current liabilities			953,303		815,294
The funds of the Charity					
Restricted income funds	18		284,174		232,260
Unrestricted funds	19		669,129		583,034
			953,303		815,294

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 19th March 2025

Suzanne Davies
Trustee

Stuart Hulbert
Trustee

Company registration number 03805837 (England and Wales)

1 Accounting policies

Charity information

Special Needs and Parents Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex, CM14 5WF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's memorandum, articles and the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies (Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	The capitalised costs of the SNAP Centre building are being written off on a straight line basis over the term of the lease with effect from May 2007 for 24 years. This has now been extended to 30 years since July 2024.
Fixtures and fittings	10% per annum straight line
Computers	25% per annum straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.10 Pension

The charity operates a defined contribution pension scheme for all employees. The assets of the scheme are held separately from those of the charity. The annual contributions are charged to the SOFA.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	230,738	200,489

4 Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Charitable activities						
Children's activities	31,161	-	31,161	29,403	-	29,403
Family and parent counselling	16,183	-	16,183	17,867	-	17,867
Parent services	6,106	-	6,106	2,151	-	2,151
Grants and donations	-	584,244	584,244	-	378,528	378,528
	53,450	584,244	637,694	49,421	378,528	427,949

5 Income from other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising events	164,911	124,361

6 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	29,306	9,310

7 Raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising and publicity		
Other fundraising costs	5,291	5,869
Support costs	200,136	163,749
Fundraising and publicity	205,427	169,618
	205,427	169,618

8 Expenditure on charitable activities

	Charitable activities 2024 £	Charitable activities 2023 £
Direct costs		
Staff costs	418,602	371,956
Children's activties	30,132	26,101
Parent services	9,804	6,338
Counselling	41,720	34,804
Technology costs	10,053	8,380
Premises costs	40,706	28,323
	551,017	475,902
Share of support and governance costs (see note 9)		
Support	168,196	155,565
	719,213	631,467
Analysis by fund		
Unrestricted funds	184,423	212,025
Restricted funds	534,790	419,442
	719,213	631,467

9 Support costs

	2024 £	2023 £
Staff costs	301,597	245,289
Depreciation	27,904	34,782
Technology costs	14,850	20,238
Accountancy	2,700	2,400
Premises costs	384	1,786
Other support costs	20,897	14,819
	368,332	319,314
Analysed between		
Fundraising	200,136	163,749
Charitable activities	168,196	155,565
	368,332	319,314

10 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	2,700	2,400
Depreciation of owned tangible fixed assets	27,904	34,782

11 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

The cost of the Trustee indemnity insurance in 2024 was £647 (2023: £642).

12 Employees

The average monthly number of employees during the year was:

	2024	2023
	Number	Number
	24	22

Employment costs	2024	2023
	£	£
Wages and salaries	639,524	551,058
Social security costs	59,807	49,755
Other pension costs	20,868	16,432
	720,199	617,245

The key management personnel of the charity comprise the Trustees and Executive Directors (Family Services and Finance & Fundraising) The total employee benefits of the key management personnel were £106,041 (2023: £108,642).

There were no employees whose annual remuneration was more than £60,000.

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

14 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 January 2024	381,961	97,718	47,780	527,459
Additions	-	35,052	4,356	39,408
At 31 December 2024	381,961	132,770	52,136	566,867
Depreciation and impairment				
At 1 January 2024	262,598	48,717	31,324	342,639
Depreciation charged in the year	9,814	9,027	9,063	27,904
At 31 December 2024	272,412	57,744	40,387	370,543
Carrying amount				
At 31 December 2024	109,549	75,026	11,749	196,324
At 31 December 2023	119,364	49,000	16,456	184,820

15 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	14,582	-

16 Creditors: amounts falling due within one year

	Notes	2024	2023
		£	£
Other taxation and social security		13,376	13,795
Deferred income	17	-	12,105
Other creditors		2,529	-
Accruals		25,173	21,703
		41,078	47,603

17 Deferred income

	2024	2023
	£	£
Other deferred income	-	12,105

Deferred income is included in the financial statements as follows:

17 Deferred income (Continued)

	2024	2023
	£	£
Deferred income is included within:		
Current liabilities	-	12,105
Movements in the year:		
Deferred income at 1 January 2024	12,105	-
Released from previous periods	(12,105)	-
Resources deferred in the year	-	12,105
Deferred income at 31 December 2024	-	12,105

18 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
	232,260	584,244	(534,790)	2,460	284,174

Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
	273,174	378,528	(419,442)	-	232,260

19 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
	583,034	478,405	(389,850)	(2,460)	669,129

19 **Unrestricted funds** (Continued)

Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
General funds	581,096	383,581	(381,643)	-	583,034

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

The trustees maintain the charity's unrestricted reserves at a level which is equivalent to between six and nine month's operational expenditure and have done so having regards to its manner of operation and likely funding steams.

The trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the charity continuing obligations at each executive meeting.

At 31 December 2024, the ratio of Unrestricted Reserves to Annual Operating Expenditure was 0.72, equivalent to 8.7 months (31 December 2023: 8.4 months). Our 2025 budget forecasts a ratio of 0.54, equivalent to 6.5 months of 2025 budgeted expenditure.

20 **Analysis of net assets between funds**

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 December 2024:			
Tangible assets	9,645	186,679	196,324
Current assets/(liabilities)	659,484	97,495	756,979
	669,129	284,174	953,303

	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
At 31 December 2023:			
Tangible assets	14,865	169,955	184,820
Current assets/(liabilities)	568,169	62,305	630,474
	583,034	232,260	815,294

21 **Related party transactions**

There were no disclosable related party transactions during the year (2023 - none).

22 Major donors by category

The following organisations provided funding to SNAP across our various services in 2024.

Support and Advice to Families

Access Group Foundation

Essex County Council Carer's Community Fund

Garfield Weston Foundation

Malcolm & Beryl Crook Fund managed by the Essex Community Foundation

Mid and South Essex Integrated Care System (ICS)

Provide Community Fund

Souter Charitable Trust

The Henry Smith Charity

The Grace Trust

The National Lottery Community Fund

Services for children and young people

Aspen Insurance

Brentwood Community Fund

Charles S French Charitable Trust

Chelmsford Star Co-Op Community Fund managed by the Essex Community Foundation

Community Organisations Cost of Living Fund administered by the National Lottery

Douglas Allen Estate Agents Charity Fund managed by the Essex Community Foundation

Essex Association of Local Councils

Haslers Foundation

Marconi (Chelmsford) Employee Charity Fund

Matchroom Sport Charitable Foundation

Saffron Community Fund managed by the Essex Community Foundation

Skipton Building Society Charitable Foundation

St James's Place Charitable Foundation

Tesco Stronger Starts

The Hedley Foundation

The Paul & Rachel Jeffreys Charitable Trust

The Perry Watlington Trust

The Tula Trust Ltd

W.G. Stacey Family Fund managed by the Essex Community Foundation

22 **Major donors by category** (Continued)

Core Funding

Ted Russell Charitable Trust

The Sir Jules Thorn Charitable Trust

Equipment and Toys

Billericay Round Table

Essex County Council Locality Fund

Wooden Spoon

SPECIAL NEEDS AND PARENTS LIMITED

England & Wales - Charity number 1077787

Accounts

ANNUAL REPORT AND ACCOUNTS

Registered Charity No. 1077787
Company Limited By Guarantee No. 03805837

For the year ended 31st December 2023

SNAP is an Essex charity for families with children and young people who have any additional need or disability.

SNAP's aims are to inform, encourage and support parents, allowing them to grow in strength and knowledge so that they are better equipped to give the best possible help to their children.

SNAP Values

Supporting, Welcoming, Encouraging & Empathetic

Non-judgmental, Understanding, Caring & Compassionate

Always Consistent, Reliable & Dependable

Professional, Knowledgeable, Trustworthy & Respectful

About Us

Website: www.snapcharity.org
Email: info@snapcharity.org
Telephone: 01277 211300

Fundraising
Email: fundraising@snapcharity.org
Fundraising Tel: 01277 245345

SNAP
The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF
Registered Charity No. 1077787
A company limited by guarantee in England and Wales No. 03805837

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2023

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Report of the Trustees for the year ending 31st December 2023

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2023 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Chair's Review

Welcome to the Report and Accounts for 2023.

This year saw Karen Boath successfully embrace and flourish in her role as CEO as part of the new management structure introduced in 2022. Her interactions with staff and families are outstanding and this has enabled SNAP to continue developing new strategic plans in support of our aims and objectives that saw them develop some external partnerships and deliver some services outside The SNAP Centre.

Alongside Karen, Jeremy Radley, the Finance Director made a really positive impact by streamlining systems and processes to enable better management, reporting and monitoring of financial process in support of SNAP delivery objectives. 2023 saw careful management of the budget and whilst we ended the year with a small shortfall, it did not stop us developing plans for strategic growth nor cause us to pause or stop any services. We have carefully managed our unrestricted reserves and have no concerns regarding our financial sustainability.

Staff recruitment continued into 2023 and by the end of the year following a successful recruitment campaign we had achieved our aim and offered roles to some experienced, talented individuals who we are pleased to welcome to the SNAP team.

We saw a significant growth in families using our services during 2023 with 661 new families registered with us and the team supporting 4,322 families across Essex. Recognising the impact this has on the team, SNAP has introduced steps to ensure staff feel supported and their welfare is never overlooked.

Services and activities delivered during 2023 included:

- Counselling, where 988 sessions took place in person and via Zoom.
- 17 specialist parent talks on topics such as Anxiety and Barriers to Education; Can't Eat, Won't Eat; Autistic Masking; and Adolescent Issues for Autistic Teenagers.
- A variety of new remote holiday clubs for children and young people.
- SNAP Choirs for children and one for parents.
- Continuation of Facebook live.
- 48 children attended SIBS4FUN in August.

During 2023, our fundraising team worked ceaselessly to ensure that we continued to match revenue to the services that we wished to deliver. Following a strategic review, and with support they worked to develop a new corporate fundraising strategy, which has been a great success and will give SNAP the foundation for further engaging with companies who may see SNAP as a partner for fundraising initiatives.

A major fundraising success was the annual Golf Day in September 2023. Events like these are invaluable, not only in revenue generation but in giving SNAP the opportunity to interact with the local business community and explain how their generosity is used to support our families.

In our effort to ensure that those with the responsibility for national policies understand the impact their procedures have on families, we were pleased to welcome David Johnston MP, Minister of State for Children along with Alex Burghart, MP for Brentwood and Ongar to The SNAP Centre. The MPs experienced the wonderful work of the SNAP team, and met SNAP families to hear first-hand how very difficult it is to access the services and facilities they need. We hope this visit helps and that SNAP can provide further evidence to support any national decision making relating to children and young people with additional needs and disabilities.

2023 saw changes within the Trustee Board with two trustees standing down, Stephen Wall and Stewart Mc Arthur. I would like to thank them for the generous amount of time they gave to SNAP and the Trustee board during their time with us.

Following recruitment two new Trustees joined us in December 2023 and a further one did in early 2024. Steve Sawyer, Vince Wooding, and Denise Lagdon bring with them a vast range of skills including leadership, finance, governance, fundraising, education, and safeguarding, so will happily sit alongside the current trustees and add to the range of knowledge and experience they hold. I would like to thank them for coming forward to become Trustees and wish them every success in their roles.

As part of a planned succession process, I will be stepping down as Chair in April 2024 but will revert to Vice Chair, with Stuart Hulbert the current Vice Chair stepping up to replace me. I would therefore, like to take this opportunity to thank everyone who has supported me over the last five years as Chair. The team at SNAP are exemplary. It has been an honour to work alongside such a dedicated team. Our Trustees, staff, counsellors, therapists, volunteers, donors, and all other supporters give their very best to SNAP. They are truly great people who enable SNAP to be so successful.

I look forward to continuing as a Trustee and helping SNAP further develop its award-winning services.

Mandy Carr
Chair of the Trustees

Message from the CEO

As the CEO of SNAP, I am privileged to lead a dedicated team in our mission to make a meaningful difference in the lives of families living with disabilities.

In the current climate, the families we support are having to navigate a huge range of challenges, often encountering obstacles that can be overwhelming and isolating. The weight of these challenges can be exhausting for both caregivers and their loved ones.

SNAP stands as a beacon of hope and support, dedicated to alleviating the burdens that families with disabilities bear. We understand that the path can be tough, and we are committed to being a steadfast companion on this journey.

This past year has been a testament to our collective resilience and the unwavering spirit of compassion that defines our community. Through the services we provide we have strived to create a nurturing environment where families not only find assistance but also discover a sense of belonging.

Our Annual Report serves as a comprehensive account of the strides we have taken together. It is a testament to the impact we have made, the lives we have touched, and the transformative power of community support.

I extend my deepest gratitude to our staff, trustees, supporters, volunteers, and partners who have made it possible for SNAP to be a pillar of strength for the families we support. Their generosity and commitment enable us to continue our vital work, ensuring that no family walks this path alone.

Karen Boath
Chief Executive Officer

Objectives and Activities

Looking after a child with a disability is extremely challenging. SNAP works in partnership with parents and carers of children and young people in Essex with any additional need or disability, supporting them with information and guidance to achieve the best possible outcomes for their family. No diagnosis is needed to access support.

Parent and family support is central to the purpose of the charity. SNAP seeks to inform and encourage parents enabling them to grow in strength and knowledge. The focus is on enhancing the balance between caring and parenting whilst maintaining family life and enabling positive adjustments for siblings.

To deliver the charity's vision SNAP provides a safe environment offering a wide range of support and specialist services, achieving an outcome of increased resilience and empowerment within our families.

Strategies employed to achieve our objectives:

- Education, training, support and information for parents, carers and professionals working with children and young people.
- Activities, courses and therapies for children and young people.
- Activities and support for siblings.

In shaping objectives for the year and planning activities the Trustees have referred to the Charity Commission's general guidance on public benefit. SNAP is very conscious that it relies on grants, donations and income from fees to cover its operating costs and it is essential that we provide excellent outcomes for our families in a cost-effective manner. Our fee structure reflects that affordable access to our services is extremely important to us and our families.

In the course of interaction with statutory funders, care providers, local authorities and other agencies, SNAP utilises its hands-on experience to advocate that the needs of the child and family are fully understood. The objective is to inform decision makers of the support required by SNAP families.

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2023 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high-quality services and activities.

Services and Support

SNAP's support is holistic and has evolved over time, in response to the level of need and age of the children and young people whose families we support.

The charity recognises the changes and demands that families encounter as their children grow older. Families will develop new skills and resilience with the knowledge that SNAP is always there when needed.

SNAP actively seeks the views and opinions of our families to help measure the impact of services and to assist in the development and planning of future provision.

The Trustees are fully engaged in discussing and reviewing the services and support offered by SNAP to ensure they are relevant and continue to meet the needs of our families.

Parents and Carers

Information, advice and support is provided by way of:

Helpline, E-mail and Telephone Support the SNAP helpline is open from 9.00am to 4.00pm weekdays (except on Fridays when it opens between 9.00am to 3.00pm) to give information and support.

Face-to-Face Parent Advice provides parents with the opportunity to discuss their concerns and difficulties with SNAP's trained staff or receive Education and Benefits advice from our specialist partner providers.

Attendance at the weekly **Multi-Disciplinary Assessment Clinic (MDAC)** at Brentwood Community Hospital. At these meetings, children/young people will have an appointment to receive a diagnosis. SNAP is in a unique and privileged position whereby we work alongside the paediatrician and other professionals at these meetings.

Counselling is provided by professional counsellors and offered to parents, children and/or the whole family where they would benefit from this service.

Specialist Parent Talks, workshops and focus events enabling families to learn about specific needs or concerns from professionals and access opportunities to network with other families and representatives of related organisations.

The **SNAP Directory** underpins the work of the charity and is a comprehensive online guide of useful contacts to point both parents and professionals in the right direction.

The **Information Network** updates parents regularly by email with information and opportunities relevant to their specific circumstances. The Information Network Facebook Group provides another accessible way of sharing information directly with families. Recently this has included links to activities and groups being hosted by other charities in Essex to further support our families.

The **Specialist Library** is an extensive collection of specialist books, information sheets and DVDs which provide targeted information relating to specific issues or difficulties.

SNAP Survival Guides are written and produced annually to help families over times of routine change or transition. We have produced guides to support families during the Christmas and Summer holidays and moving to Secondary School.

Parent Choir sessions provide an opportunity to sing and socialise with other parents and carers.

Children and Young People

We offer a wide range of facilities and activities encompassing both term-time and holiday sessions including:

Specialist Equipment and Facilities including a multi-sensory room, a multi-sensory wall, an interactive floor, soft play and a specialist IT suite which are used for individual and group sessions.

Pre-school Children sessions offer a stimulating, interactive and sensory experience using play, art, and music to encourage interaction within the group and between the parent and child.

Older Children and Young People are offered after-school clubs which include drama, choir, free play, arts and crafts, soft play and technology, with an emphasis on increasing self-esteem and confidence, while enhancing social and communication skills.

Holiday Sessions are opportunities to meet up with other families during the school holidays. In addition to play activities, the sessions include tactile and creative fun with art and messy play; activities in the multi-sensory room; a music area to explore sound and rhythm; and a range of programmes in the specialist IT Suite. Sessions are organised to suit the needs of the children/young people attending them. Parents/carers can feel at ease helping to reduce feelings of isolation.

Siblings

Sibling Support offers inclusive activities such as the pre-school children groups, after-school clubs, holiday sessions and sibling activity days, including our four-day SIBS4FUN programme each summer. The aim is to alleviate feelings of isolation and provide respite from being a 'young carer' and allows them to meet other children who are in similar situations. In 2023, SIBS4FUN was based on a theme of the Beach.

Outcomes:

- Reduced isolation and improved networks of support for the whole family.
- Improved access to information and strategies, which increases understanding and ability to effectively advocate for the needs of children and young people who have additional needs and disabilities.
- Increased parents/carers confidence, empowerment and ability to engage with statutory and voluntary service providers, medical professionals and other families.
- Greater self-reliance, independence and ability to ensure that children and young people with additional needs and disabilities get the best possible support.
- Increased resilience, mental health and overall feeling of wellbeing across the family.
- Improved communication skills, self-esteem and social interaction for children and young people with additional needs and disabilities.
- Enhanced support for siblings to deal with the challenges they face and give them opportunities to develop relationships with other children and young people experiencing similar circumstances.
- Increased understanding by professional bodies, including statutory and other voluntary sector organisations, of the support that SNAP families require.

Impact:

- Parents/Carers are more resilient and empowered, are able to make confident, informed choices to help their children and young people with additional needs and disabilities and their siblings.
- Children and young people with additional needs and disabilities and their siblings experience improved social inclusion as a result of the confidence and self-esteem gained at SNAP.
- Older children and young people return to SNAP to volunteer in the activities from which they have benefitted. The skills acquired through volunteering also provide experiences that develop independence, life skills and support future life choices in education and training.

Volunteers

The Charity is an integral part of the community and relies on voluntary help.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition, many volunteers take part in our fundraising activities. Our Trustees, who are all volunteers, devote significant amounts of their time to supporting SNAP in a variety of ways.

Without such dedicated and skilled volunteers SNAP could not offer the wide range of support and services essential for its families.

Achievements and Performance

2023 Achievements

- Continuing to support the families that turn to SNAP is the charity's greatest achievement. During the year, we undertook a survey across the families and the feedback we received was overwhelmingly positive. Since coming to SNAP, most parents and carers feel less isolated, part of a wider community and more able to support their whole family.

- There were 661 new families who registered with SNAP for the first time in 2023, taking the total supported to 4,322 by end of the year. The growth in numbers needing our support is indicative of the reduced statutory provision available to families, a lack of appropriate school places for children with additional needs, as well as an increase in awareness by parents of neurodiversity conditions.

- The requirements of some of our families have become more complex in recent years and require more specialised support than has been needed previously. We have addressed the increasing demand by recruiting additional family-facing staff, making more roles focused on specific services and adjusting our children's services to offer appropriate classes.

- SNAP started working with other local charities to focus on how best to support our children on their transition to adulthood. With appropriate statutory funding, we would like to develop a referral mechanism between SNAP and the charities we are working with, to make the path as smooth and seamless as possible.

- To reach even more families across Essex, SNAP representatives started to attend parent drop-in sessions at Children and Family Hubs organised by other charities across Essex.

- Organising fundraising events to raise money is a time consuming exercise. During the year, we set up an Events Committee of volunteers who have dedicated their time to organise great evenings out such as the Elvis Curry night and the Fat Turk restaurant evening. The work of the Events committee has allowed staff to focus on other areas of fundraising, for which we are very grateful.

- At the end of the year, Minister for Children, David Johnstone MP and Brentwood MP Alex Burghart visited The SNAP Centre to meet SNAP CEO Karen Boath, Chair Mandy Carr as well as some of our families. We feel it is essential that people in positions of influence are aware of the impact that government decisions have on our families and how difficult it is to navigate the processes in place, in order to secure good outcomes for their children.

- SNAP's greatest assets are the staff that work here and we are very grateful for their dedication and expertise. The continued wellbeing of all our staff is extremely important and we have focused on developing the support provided to them. We started to use a weekly online wellbeing tool called Friday Pulse. This enables staff to let us know what went well and what didn't go so well, and to pass messages of thanks to each other. Our engagement rate across staff on this tool is very high.

2024 Aspirations

- Ensure that SNAP can meet the growing demand for our services across the whole of Essex.
- Continue to evaluate and adapt our services to ensure they are providing the best possible support to our families.
- Look to strengthen relationships with other charities particularly in transitional support to facilitate partnership working.
- Ensure that SNAP remains in a good position financially with adequate unrestricted reserves to cover expenditure requirements for between 6 to 9 months.
- Advance our investment plans for upgrading both our premises and our back-office infrastructure.
- Review the functionality of the Website and mobile access. Ensure they are fit for purpose and user friendly.
- Sustain and develop relationships with our supporters and volunteers.
- Refocus fundraising seeking new sources of funds, recognising the difficult economic conditions our supporters will face in 2024.
- Continue to monitor the health and wellbeing of staff to ensure they are properly supported to enable them to continue supporting our families.

'SNAP' Shot - number of Families with Children and Young People who have any additional need and disability Supported in 2023

4,322
Essex families

661
New families registered

5,561
Children and young people with additional needs and disabilities

2,792
Helpline Phone Calls

4,162
Helpline Emails

988
Participants in **training courses and talks**

775
Children and young people attended **holiday services** and **individual sessions**

524
Children and young people attended **clubs & activities** from pre-school groups to after-school clubs

228
Sibling young carers supported

562
Face-to-face **parent advice** appointments and surgeries

6,959
Hours of children's services attended

988
Counselling sessions for parents and families

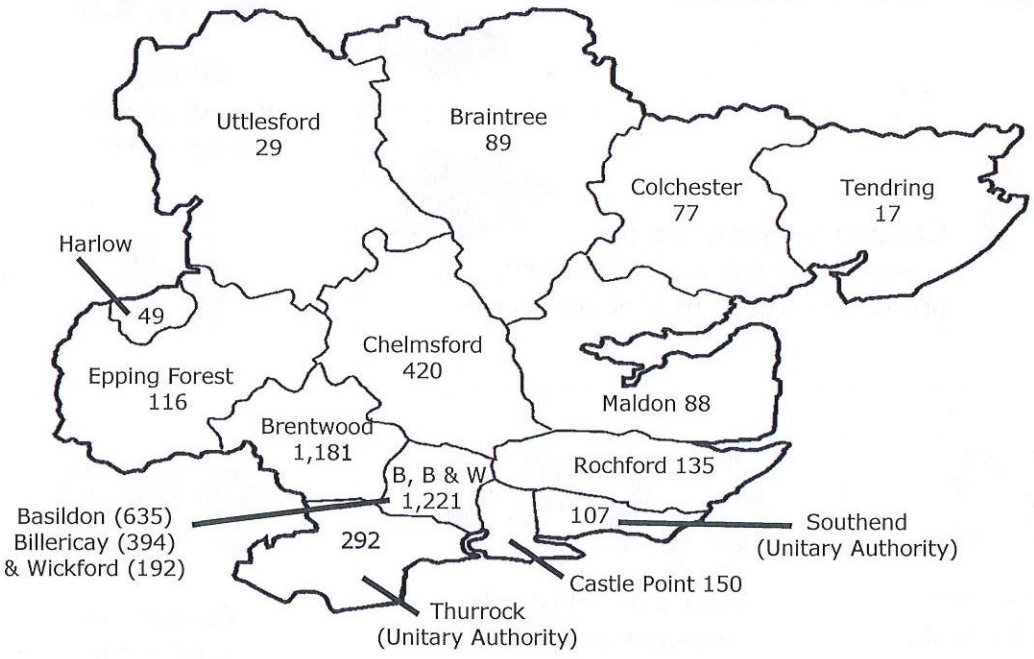
Profile of Children's Needs

Below is a statistical profile according to diagnosis of the 5,561 children with additional needs currently registered with SNAP. In total there are 10,024 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	3,943	39		Behavioural Difficulties	190	2
ADD/ADHD	1,579	16		Epilepsy	186	2
Speech & language difficulties	653	7		Dyspraxia	184	2
Mental health issues	507	5		Rare conditions	130	1
Developmental delay	392	4		Cerebral Palsy	120	1
Sensory processing disorder	352	3		Visual Impairment	111	1
Dyslexia	315	3		Chromosome disorders	97	1
Learning difficulties	228	2		Hearing impairment	88	1
Physical disability	212	2		Down syndrome	73	1
Other conditions including brain/spine/genetic/heart disorders					664	7

Area of Benefit

There were 4,322 Essex families registered with SNAP at 31st December 2023. The map shows the Essex County Council districts in which 3,971 of these families live:



In addition to the above 3,971 families shown above, we continue to provide support to families in Havering, Barking and Dagenham and Redbridge who were previously registered with us, although SNAP is no longer in a position to support new families from these areas.

Financial Review

Profitability

SNAP recorded a loss of £39,000 in 2023 compared to a loss of £1,716 in 2022. The larger loss resulted from a combination of lower income and higher expenditure.

Income of £762,109 in 2023 was £32,890 lower than in 2022 as amounts received from new restricted trusts and grant and statutory awards reduced. In the face of cost of living increases and general inflation, our expenditure growth of £4,370 in the year was strongly controlled but partly flattered by the non-recurrence of project related expenditure from introducing our new family and fundraising database in 2022.

Reserves

Despite making a loss in 2023, the Trustees believe that SNAP is in a good financial position and with continued support will continue to prosper. At 31st December 2023 SNAP's unrestricted reserves were £583,000 and include a designated reserve of £100,000. The unrestricted reserves will provide expenditure cover for 8.7 months.

Prior Year adjustment

The methodology of allocating costs across the charity has been refined and as a result, the level of support costs in 2022 has been increased. The resulting allocations to the different categories of expenditure has been amended to ensure consistency with the 2023 presentation.

Budget 2024

The budget for 2024 is for a loss of £39,000. With more demand for the services provided by the charity, SNAP has had to invest in additional staff, particularly within the family services team. The additional staff members alongside the increase in the UK living wage will result in our staff costs growing by nearly 20% in 2024 compared to 2023. As a result of higher staff costs and general inflationary pressures across all types of expenditure lines, we have budgeted for an increase in expenditure to £963,000 in 2024.

In order to provide funding for the growth in expenditure, income has been budgeted at £924,000 for 2024, a growth of £138,000 or 21% compared to 2023. Despite this significant increase, the Trustees are confident that with hard work and great support, this target can be met. SNAP's work has been recognised by both statutory bodies and private trusts and the level of committed funding at the start of 2024 was higher than we have seen in recent years. SNAP is also developing our funding with corporations and major donors as well as promoting our 30th anniversary.

The success of our financial position is and continues to be due to the ongoing generosity of our many donors. Without them, SNAP would not be able to continue. Statutory agencies, Charitable Trusts and Foundations, individuals, businesses, Rotary clubs, Lodges, Round Tables, schools, sports clubs and other community organisations raise money every year to help us fund our activities. Everyone at SNAP is truly very grateful for all their wonderful support.

We are also extremely grateful to Future Office Solutions for all their assistance with our IT needs, Blue Serif who support our website and Hollington Associates who support our recruitment.

Plans for Future Periods

SNAP has a robust 3-year Business and Fundraising Plan in place and budgets are reviewed against actual income at each Trustee Executive meeting to ensure the charity's long-term financial stability is sustainable.

SNAP will celebrate its 30 year anniversary in 2024, an immensely proud moment for everyone associated with the charity. We are determined to ensure that SNAP is here for at least the next 30 years and will continue to provide our full range of services and activities.

Our specific aspirations for 2024 are outlined on page 9 of this Report.

Post Balance Sheet Events

There were no significant post balance sheet events to note.

Structure, Governance & Management

Governing Document

SNAP's governing document is its Memorandum and Articles of Association, which states that its objects "are for the relief of children with physical and/or mental disabilities or other additional needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

SNAP was formed in 1994 and was registered as a charity in September 1996. On 6th May 1999 it was agreed by the Trustees that SNAP Special Needs and Parents (Registered Charity No. 1058255) should become a charitable company limited by guarantee and that the Trustees elected at the Annual General Meeting on 26th May 1999 would be the initial directors of the incorporated charity. Special Needs And Parents Limited (Company No. 03805837) was incorporated under the Companies Act 1985 on 13th July 1999 and was registered as a charity by the Charities Commission on 13th October 1999 (Registered Charity No. 1077787). Special Needs And Parents Ltd has continued to be known as 'SNAP' and that acronym has been used throughout the report.

Special Needs And Parents Limited had 1,259 members at the end of the year. The members' liability in the event of SNAP winding up is £1 each.

Trustee Recruitment and Appointment

SNAP is governed by a board of directors, which forms the Executive Committee. The directors of SNAP are known as trustees and are referred to as such throughout the annual report and accounts.

At the end of 2023, there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

The Executive Committee conducts an annual corporate governance code formal evaluation of the Executive Committee and individual trustees. All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 19 of the accounts.

The trustees may, by ordinary resolution, appoint a person who is willing to be a trustee either to fill a vacancy or become an additional trustee. At a general meeting a person may be appointed a trustee if he or she is recommended by the trustees in accordance with the Articles or if a member qualified to vote at the meeting nominates a person in accordance with the Articles. The maximum number of trustees is twelve.

Trustee Induction and Training

Trustees receive a Trustee Information Pack, which includes the Charity Commission publication "CC3 The Essential Trustee: What you need to know", together with information on the Nolan Principles which are the basis of the ethical standards expected of Trustees. The pack also contains the charity's structure, aims and objectives, a Trustee job description and the Trustee standing orders which sets out how the Board will operate in support of the SNAP team.

Prospective trustees are invited to attend an Executive Committee meeting as an observer, so they fully understand the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed, and information is provided of training courses available, so that Trustee development continues throughout their time on the Executive Committee.

Organisational Structure

The Board of Trustees, which can have up to 12 members, administers the charity. The full Board meets 4 times a year and there are standing sub-committees covering Finance and Remuneration, Fundraising and Risk. Other sub-committees are constituted as appropriate to review specific topics. In the past this has included areas such as GDPR. Other Trustees support the CEO as subject matter experts when required, an example of this being Safeguarding.

The CEO is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the trustees for operational matters including services for SNAP families, financial management, fundraising, marketing and publicity, HR and employee relations.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

Remuneration Policy for Senior Staff

As the most senior employed person within the charity, the CEO is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the CEO is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity's financial resources. The Remuneration Committee's recommendations are submitted to the full Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

- the principal risks and uncertainties that the charity faces. These are updated by the management team and presented to the Executive committee at every Executive Meeting, for review and discussion.
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Reference and Administrative Information

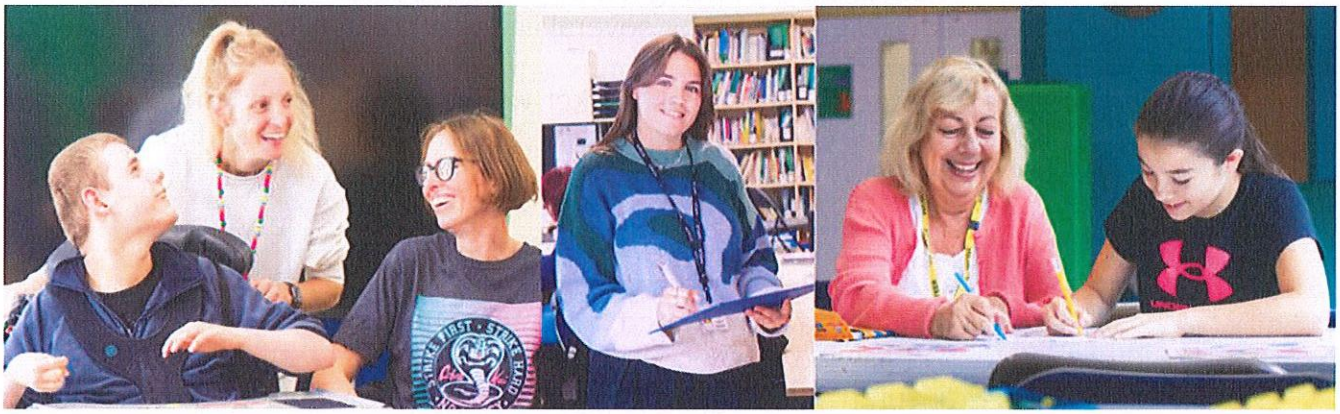
Charity Name:	Special Needs and Parents Limited
Working Name:	SNAP
Charity Registration No:	1077787
Company Registration No:	03805837
Registered Office and Operational Address:	The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Trustees

Mandy Carr (Chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/Academy Trust Director and as a Pension Fund Trustee.

Michael O'Connell (Treasurer)	Retired solicitor and Notary Public.
Paula Hills	Founder of a music therapy charity for pre-school children with additional needs in 1993 and is a founder of SNAP. Paula previously co-ordinated the Essex Forum for Support Groups/Organisations. Paula's second child Oliver has profound and complex needs.
Suzanne Davies	An accountant, previously Suzanne was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.
Julia Gray	Worked for the last 4 years as an Office Manager supporting families for an Essex based Therapy Centre which specialises in sensory OT. Previously Julia was a full-time mum with two sons; one of whom has additional needs. Before having her family, Julia worked in the City for over 20 years for several financial companies.
Paul Deller Ray	A Registered Social Worker with 30 years' experience across Children and Adults Social Care, both in the statutory and voluntary sectors.
Stuart Hulbert (Vice-Chair)	A Chartered Insurance Broker and Joint Managing Director of a Chartered Insurance broking firm based in Brentwood that specialises in advising and arranging insurance for the care and social welfare sector.
Richard Bareham	A Chartered Management Accountant with 25 years of financial management experience within the commercial and charity sectors.
Kate Scola	Works as an Economist at the Competition and Markets Authority and has two sons.
Steve Sawyer (appointed 12 December 2023)	Worked within the health, social care and charity sectors for over 20 years at local, national and international levels. Steve brings wide experience of organisational development, systems and governance, coupled with a decade-long personal experience of the support and services SNAP provides.
Vince Wooding (appointed 12 December 2023)	Vince retired in 2022. As an experienced business leader he built and led businesses in the Financial Services and Outsourcing Industries. During his career Vince has been a board member of various leading companies in UK, Australia and Japan.

Denise Lagdon (appointed 6 March 2024)	Denise has been involved in Education as a secondary teacher for over 40 years specialising in pastoral care and ensuring the school in which she was Assistant Head was inclusive giving all students every opportunity to succeed. Since retiring Denise has volunteered at SNAP in family sessions.
Stephen Wall (resigned 19 July 2023)	A retired founder and Managing Director of a water management company which was primarily engaged by social housing landlords to maintain safe water systems.
Stuart McArthur (resigned 4 December 2023)	A general nurse, children's nurse and Health Visitor who for the last 15 years prior to retirement from the NHS worked at Director level commissioning services for children, young people and maternity in London and Essex



Staff in 2023

CEO:	Karen Boath
Finance Director:	Jeremy Radley
Family Support	Kate Batson, Rachel Franklin Andrea Pereira, Liza Bowring, Berni Garrard, Paula Hollingworth, Alex Taylor, Alli Fudge-Smith, Michelle Hall, Michaela Morement, Ruby Tyler Pam Kinsella, Caitlin Cable, Olivia Lancaster, Helen Wasdall, Natalie South, Caley Andrews-Richardson, Louisa Pagel, Hannah Cox, Carlie Jones
Finance & Fundraising	Sara Clifton, Jill Ault, Callum Boath, Bev Stare, Charlotte Neale, Fiona Townsend, Robert Dennis, Sally Hetherington

Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)

Accountants

MJ Bushell Audit LLP, 8 High Street, Brentwood, Essex CM14 4AB

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE
Redwood Bank, The Nexus Building, Broadway, Hertfordshire, SG6 3TA
United Trust Bank, 1 Ropemaker Street, London, EC2Y 9AW
Charity Bank, Fosse House, Tonbridge, TN9 1BE
Hampshire Trust Bank, 131 Finsbury Pavement, London EC2A 1NT

The Report of the Trustees on pages 1 to 18 was approved by the Trustees and signed

on their behalf by:

Mandy Carr (Chair)
20th March 2024

SPECIAL NEEDS AND PARENTS LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF SPECIAL NEEDS AND PARENTS LIMITED

I report to the Trustees on my examination of the financial statements of Special Needs and Parents Limited (the Charity) for the year ended 31 December 2023.

Responsibilities and basis of report

As the Trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

M J Bushell

Corné von Wielligh ACA
M J Bushell Audit LLP
8 High Street
Brentwood
Essex
CM14 4AB

Dated: 21-03-2024

SPECIAL NEEDS AND PARENTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	3	200,489	-	200,489	241,123	-	241,123
Charitable activities	4	49,421	378,528	427,949	33,939	431,795	465,734
Other trading activities	5	124,361	-	124,361	85,639	-	85,639
Investments	6	9,310	-	9,310	2,503	-	2,503
Total income		383,581	378,528	762,109	363,204	431,795	794,999
Expenditure on:							
Raising funds	7	169,618	-	169,618	150,155	-	150,155
Charitable activities	8	212,025	419,442	631,467	201,000	445,560	646,560
Total expenditure		381,643	419,442	801,085	351,155	445,560	796,715
Net income/(expenditure)		1,938	(40,914)	(38,976)	12,049	(13,765)	(1,716)
Transfers between funds		-	-	-	(11,654)	11,654	-
Net movement in funds		1,938	(40,914)	(38,976)	395	(2,111)	(1,716)
Reconciliation of funds:							
Fund balances at 1 January 2023		581,096	273,174	854,270	580,701	275,285	855,986
Fund balances at 31 December 2023		583,034	232,260	815,294	581,096	273,174	854,270

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SPECIAL NEEDS AND PARENTS LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	13		184,820		214,142
Current assets					
Cash at bank and in hand		678,077		679,559	
Creditors: amounts falling due within one year	14	47,603		39,431	
Net current assets			630,474		640,128
Total assets less current liabilities			815,294		854,270
The funds of the Charity					
Restricted income funds	16		232,260		273,174
Unrestricted funds			583,034		581,096
			815,294		854,270

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2023.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 20th March 2024

Mandy Carr
Trustee

Michael O'Connell
Trustee

Company registration number 03805837 (England and Wales)

1 Accounting policies

Charity information

Special Needs and Parents Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex, CM14 5WF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's memorandum, articles and the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	The capitalised costs of the SNAP Centre building are being written off on a straigh line basis over the term of the lease with effect from May 2007 for 24 years.
Fixtures and fittings	10% per annum straight line
Computers	25% per annum straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.9 Pension

The charity operates a defined contribution pension scheme for full time employees. The assets of the scheme are held separately from those of the charity. The annual contributions are charged to the SOFA.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Donations and gifts	200,489	241,123

4 Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Charitable activities						
Children's Activities	29,403	-	29,403	19,564	-	19,564
Family and Parent Counselling	17,867	-	17,867	12,240	-	12,240
Parent Services	2,151	-	2,151	2,135	-	2,135
Grants and donations	-	378,528	378,528	-	431,795	431,795
	49,421	378,528	427,949	33,939	431,795	465,734

5 Income from other trading activities

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Fundraising events	124,361	85,639

6 Income from investments

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	9,310	2,503

7 Raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Fundraising and publicity		
Other fundraising costs	5,869	3,877
Support costs	163,749	146,278
Fundraising and publicity	169,618	150,155
	169,618	150,155

8 Expenditure on charitable activities

	Charitable activities 2023 £	Charitable activities 2022 £
Direct costs		
Staff costs	371,956	323,768
Children's activities	26,101	24,116
Parent services	6,338	7,963
Counselling	34,804	30,681
Technology costs	8,380	26,809
Premises costs	28,323	30,716
	475,902	444,053
Share of support and governance costs (see note 9)		
Support	155,565	202,507
	631,467	646,560
Analysis by fund		
Unrestricted funds	212,025	201,000
Restricted funds	419,442	445,560
	631,467	646,560

9 Support costs

	2023	2022
	£	£
Staff costs	245,289	232,795
Depreciation	34,783	39,046
Technology costs	20,237	39,786
Accountancy	2,400	2,400
Premise costs	1,786	9,349
Other support costs	14,819	25,409
	319,314	348,785
Analysed between		
Fundraising	163,749	146,278
Charitable activities	155,565	202,507
	319,314	348,785

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

The cost of the Trustee indemnity insurance in 2023 was £642 (2022: £642).

11 Employees

The average monthly number of employees during the year was: 22

	2023	2022
	Number	Number
	22	20

Employment costs	2023	2022
	£	£
Wages and salaries	551,058	447,115
Social security costs	49,755	33,363
Other pension costs	16,432	16,296
	617,245	556,563

The key management personnel of the charity comprise the Trustees and Executive Directors (Family Services and Finance & Fundraising) The total employee benefits of the key management personnel were £108,642 (2022: £105,702).

There were no employees whose annual remuneration was more than £60,000.

12 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

13 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 January 2023	381,961	217,454	162,880	762,295
Additions	-	-	5,460	5,460
Disposals	-	(119,736)	(120,560)	(240,296)
At 31 December 2023	381,961	97,718	47,780	527,459
Depreciation and impairment				
At 1 January 2023	246,682	160,148	141,323	548,153
Depreciation charged in the year	15,915	8,306	10,561	34,782
Eliminated in respect of disposals	-	(119,736)	(120,560)	(240,296)
At 31 December 2023	262,597	48,718	31,324	342,639
Carrying amount				
At 31 December 2023	119,364	49,000	16,456	184,820
At 31 December 2022	135,279	57,306	21,557	214,142

14 Creditors: amounts falling due within one year

	Notes	2023	2022
		£	£
Other taxation and social security		13,795	11,019
Deferred income	15	12,105	-
Other creditors		-	5,348
Accruals		21,703	23,064
		47,603	39,431

15 Deferred income

	2023	2022
	£	£
Other deferred income	12,105	-

Deferred income is included in the financial statements as follows:

15 Deferred income (Continued)

	2023	2022
	£	£
Deferred income is included within:		
Current liabilities	12,105	-
Movements in the year:		
Deferred income at 1 January 2023	-	-
Resources deferred in the year	12,105	-
Deferred income at 31 December 2023	12,105	-

16 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
	273,174	378,528	(419,442)	-	232,260

Previous year:	At 1 January 2022	Incoming resources	Resources expended	Transfers	At 31 December 2022
	£	£	£	£	£
	275,285	431,795	(445,560)	11,654	273,174

17 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
General funds	581,096	383,581	(381,643)	-	583,034

17 Unrestricted funds **(Continued)**

Previous year:	At 1 January 2022	Incoming resources	Resources expended	Transfers	At 31 December 2022
	£	£	£	£	£
General funds	580,701	363,204	(351,155)	(11,654)	581,096

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

The trustees maintain the charity's unrestricted reserves at a level which is equivalent to between six and nine month's operational expenditure and have done so having regards to its manner of operation and likely funding steams.

The trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the charity continuing obligations at each executive meeting.

At 31 December 2023, the ratio of Unrestricted Reserves to Annual Operating Expenditure was 0.73, equivalent to 8.4 months (31 December 2022: 8.8 months). Our 2024 budget forecasts a ratio of x, equivalent to 6.8 months on 31 December 2024.

18 Analysis of net assets between funds

	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
Fund balances at 31 December 2023 are represented by:			
Tangible assets	14,865	169,955	184,820
Current assets/(liabilities)	568,169	62,305	630,474
	583,034	232,260	815,294

	Unrestricted funds 2022	Restricted funds 2022	Total 2022
	£	£	£
Fund balances at 31 December 2022 are represented by:			
Tangible assets	15,238	198,904	214,142
Current assets/(liabilities)	565,858	74,270	640,128
	581,096	273,174	854,270

19 Related party transactions

There were no disclosable related party transactions during the year (2022 - none).

20 Major donors by category

The following organisations provided funding to SNAP across our various services in 2023.

Support and Advice to Families

Garfield Weston Foundation

Lower Thames Crossing Community Fund managed by the Essex Community Foundation

Malcolm & Beryl Crook Fund

Mid and South Essex Integrated Care System (ICS)

Provide Foundation

Saffron Building Society Community Fund managed by the Essex Community Foundation

The Henry Smith Charity

The National Lottery Community Fund

Services for children and young people

Co-op Community Fund

Community Organisations Cost of Living Fund administered by the National Lottery

ECC Short Breaks

Haslers Foundation

Marconi (Chelmsford) Employees Charities Trust Fund

Paul & Rachel Jeffreys Charitable Trust

St James's Place Charitable Foundation

The Boshier Hinton Foundation

The Moody Charitable Trust

The Perry Watlington Trust

The Tula Trust Ltd

Youth Music

20 Major donors by category **(Continued)**

Core Funding

Bailly Thomas Charitable Fund

Douglas Allen Emergency Fund managed by the Essex Community Foundation

Fowler, Smith & Jones Trust

The Sir Jules Thorn Charitable Trust

The Russell Charitable Trust

William Berman's Trust

Equipment and Toys

Screwfix Foundation

The Dorothy Pamela Smith CIO

SPECIAL NEEDS AND PARENTS LIMITED

England & Wales - Charity number 1077787

Accounts

2022

Annual Report and Accounts

For the year ended 31st December 2022

Registered Charity No.1077787
Company Limited by Guarantee No.03805837

SNAP is an Essex charity for families with children and young people who have any additional need or disability.

SNAP's aims are to inform, encourage and support parents, allowing them to grow in strength and knowledge so that they are better equipped to give the best possible help to their children.

SNAP Values

Supporting, Welcoming, Encouraging & Empathetic

Non-judgemental, Understanding, Caring & Compassionate

Always Consistent, Reliable & Dependable

Professional, Knowledgeable, Trustworthy & Respectful

About Us

Website: www.snapcharity.org
Email: info@snapcharity.org
Telephone: 01277 211300

Fundraising
Email: fundraising@snapcharity.org
Fundraising Tel: 01277 245345

SNAP
The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF
Registered Charity No. 1077787
A company limited by guarantee in England and Wales No. 03805837

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2022

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Report of the Trustees for the year ending 31st December 2022

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2022 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

Chair's Review

Welcome to the Report and Accounts for 2022, a year in which we were able to return to the Centre and continue supporting our families.

We started the year with our new management structure, which saw Karen Boath finalising her move to CEO and on 1st February we formally welcomed Jeremy Radley as our new Finance and Fundraising Director.

There was also turnover amongst team members, who decided to leave and seek new opportunities. Whilst a short-term issue, it gave the management team the chance to review all roles and to re-shape some so that we could focus on skills and competencies required to deliver our services into the future. The recruitment process took several months, but the result has been positive as we now have a strong, experienced and committed team. I would like to thank all staff for their commitment during this transition period as their loyalty and dedication cannot be overstated.

Despite staffing challenges SNAP saw a significant growth in families using our services during 2022. 669 new families registered with us, which saw the team supporting 3,720 families across Essex.

Services and activities delivered during 2022 included:

- Counselling, where 1,065 sessions took place in person and via Zoom.
- 19 specialist parent talks on topics such as Anxiety and Barriers to Education; Can't Eat, Won't Eat; Autistic Masking; and Adolescent Issues for Autistic Teenagers.
- A variety of new remote holidays clubs for children and young people.
- SNAP Choirs for children and also one for parents.
- Continuation of Facebook live.
- An end of year drama show by the Drama Group.
- 48 children attended SIBS4FUN in August.

2022 also saw the return of some much-loved occasions such as Coffee, Cake and Catch-up for the first time in 3 years. 150 people visited the Centre during the day and it was humbling to hear and see the love in the room for SNAP and its amazing team of staff and volunteers. We were pleased to welcome His Majesty's Lord Lieutenant of Essex Mrs Jennifer Tolhurst and the High Sheriff of Essex, Mr Nicholas Alston to the event.

During 2022, our fundraising team worked ceaselessly to ensure that we continued to match revenue to the services that we wished to deliver. We received significant unbudgeted financial support that enabled us to report a balanced position for this Report and Accounts. However, a significant proportion of our statutory funding that we had received from Essex County Council for Short Breaks, will not be available to SNAP after March 2023. This will pose additional challenges for our fundraising team, who are working on a new strategy to raise revenue on a long-term sustainable basis.

SNAP has always been recognised for delivering outstanding service and 2022 was no different as they won:

- The Brentwood Chamber of Commerce Award for Charity of the Year;
- The Active Essex Find Your Active Funded Project of the Year Award; and
- The Essex Mums Award for our Drama Class.

I was also honoured to be presented with the High Sheriff's award in recognition of my work with SNAP, a complete surprise and a great honour. But I was only the front person collecting the award for the whole team; trustees, staff, volunteers (in excess of 80) and supporters should all be recognised for their commitment as well. We are one cohesive group, all working towards the same aim; providing the best outcomes for our families. External recognition is wonderful and a huge pat-on-the-back for the whole team.

2022 saw my Trustee colleagues volunteering across a wide range of sub-committees to support the Charity which I know is very much welcomed and appreciated. Additionally, we were delighted to welcome Tracey Kelsbie, as Clerk to the Executive Board in October 2022. Tracey's offer to volunteer alongside the Trustees will bring additional expertise from her many years in IT and management in both private and public sector roles.

In concluding the review of 2022 and looking ahead to 2023 regardless of a challenging financial year ahead SNAP is not complacent. Currently the team are working on strategic growth plans, developing specialist services in areas of expertise to expand the services it offers within The SNAP Centre and beyond. Never resting on its past performance SNAP will always think of the best outcomes for families and will never cease to develop and grow.

Finally, a massive thank you to everyone for their support in 2022. I look forward to working with everyone for many years to come, watching SNAP further develop its award-winning services.

Mandy Carr

Chair of the Trustees

Objectives and Activities

Parent and family support is central to the purpose of the charity. SNAP seeks to inform and encourage parents of children and young people who have additional needs and disabilities, which enables them to grow in strength and knowledge. The focus is on enhancing the balance between caring and parenting whilst maintaining family life and enabling positive adjustments for siblings.

In the course of interaction with statutory funders, care providers, local authorities and other agencies, SNAP utilises its hands-on experience to advocate that the needs of the child and family are fully understood. The objective is to inform decision makers of the support required by SNAP families.

To deliver the charity's vision SNAP provides a safe environment offering a wide range of support and specialist services, achieving an outcome of increased resilience and empowerment within our families. The Trustees carefully consider how planned activities will contribute to SNAP's aims and objectives.

In shaping objectives for the year and planning activities the Trustees have referred to the Charity Commission's general guidance on public benefit. SNAP is very conscious that it relies on grants, donations and income from fees to cover its operating costs and it is essential that we provide excellent outcomes for our families in a cost-effective manner. Our fee structure reflects that affordable access to our services is extremely important to us and our families.

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2022 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high-quality services and activities.

Strategies employed to achieve our objectives:

- Education, training, support and information for parents, carers and professionals working with children and young people.
- Activities, courses and therapies for children and young people.
- Activities and support for siblings.

Services and Support

During the pandemic, SNAP was able to adapt our services to enable us to meet the needs of the families that rely on our support. Many of the changes made during this period are still in place in the post pandemic world, as SNAP continues to provide many of its services on a hybrid basis i.e. on-line and also on-site.

The Trustees were fully engaged in discussing and reviewing the services and support offered by SNAP to ensure they were relevant and continued to meet the needs of our families.

Parents and Carers

Information, advice and support is provided by way of:

Helpline, E-mail and Telephone Support the SNAP helpline is open from 9.00am to 5.00pm weekdays (except on Fridays when it opens between 9.00am to 4.00pm) to give information and support.

Face-to-Face Parent Advice provides parents with the opportunity to discuss their concerns and difficulties with SNAP's trained staff or receive Education and Benefits advice from our specialist partner providers.

Counselling is provided by professional counsellors and offered to parents and/or the whole family where they would benefit from this service.

Specialist Parent Talks, workshops and focus events enabling families to learn about specific needs or concerns from professionals and access opportunities to network with other families and representatives of related organisations.

The **SNAP Directory** underpins the work of the charity and is a comprehensive online guide of useful contacts to point both parents and professionals in the right direction.

The **Information Network** updates parents regularly by email with information and opportunities relevant to their specific circumstances.

The **Specialist Library** is an extensive collection of specialist books, information sheets and DVDs which provide targeted information relating to specific issues or difficulties.

Parent Yoga sessions aim to improve both the mental and physical well-being of parents and carers.

Parent Choir sessions provide an opportunity to sing and socialise with other parents and carers.

Children and Young People

We offer a wide range of facilities and activities encompassing both term-time and holiday sessions including:

Specialist Equipment and Facilities including a multi-sensory room, a multi-sensory wall, an interactive floor, soft play and a specialist IT suite which are used for individual and group sessions.

Pre-school Children sessions offer a stimulating, interactive and sensory experience using play, art, and music to encourage interaction within the group and between the parent and child.

Older Children and Young People are offered after-school clubs which include drama, yoga, choir, free play, arts and crafts, soft play and technology, with an emphasis on increasing self-esteem and confidence, while enhancing social and communication skills.

Holiday Sessions are opportunities to meet up with other families during the school holidays. In addition to play activities, the sessions include tactile and creative fun with art and messy play; activities in the multi-sensory room; a music area to explore sound and rhythm; and a range of programmes in the specialist IT Suite. Parents/carers can feel at ease helping to reduce feelings of isolation.

Siblings

Sibling Support offers inclusive activities such as the pre-school children groups, after-school clubs, holiday sessions and sibling activity days, including SIBS4FUN. The aim is to alleviate feelings of isolation and provide respite from being a 'young carer' and allows them to meet other children who are in similar situations. In 2022, SIBS4FUN was based on a theme of Outer Space.

Volunteers

The Charity is an integral part of the community and relies on voluntary help.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition, many volunteers take part in our fundraising activities. Our Trustees devote significant amounts of their time to supporting SNAP on a voluntary basis in a variety of ways.

Without such dedicated and skilled volunteers SNAP could not offer the wide range of support and services essential for its families.

"I cannot tell you how grateful I am for your time and support today. You and your colleagues really are the unsung heroes, so many families just couldn't get through these difficult times without you. Your support always picks us up from the bottom and gives us direction and light at the end of the tunnel."

Achievements and Performance

2022 Achievements

- The number of families turning to SNAP for support increased significantly in 2022 with a total of 669 new families. At the end of 2022, SNAP was actively supporting 3,720 families across Essex. The growth in numbers needing our support is indicative of the reduced statutory provision available during and since the end of the pandemic.
- In 2022, we were able to properly welcome children and families back to The SNAP Centre. Many of our children's sessions have been at full capacity and back to 2019 levels of attendance. We made changes to our schedule and added new activities to ensure that our waiting lists were kept as short as possible. New classes were added to support children with enhanced learning difficulties and complex needs.
- The SNAP Information Network Facebook page was set up and went live with a small team of Family Support Advisers having access. We had great feedback from families and professionals about the content, as well as positive interaction from other organisations after sharing their information.
- Our Drama Show in December saw our drama groups present their Christmas Pantomine to an enchanted audience at Grove House School. Children and young people of all ages above 12 years got the chance to perform to a script by our in-house drama teacher Alli Smith.
- At the start of November, we held our first Coffee, Cake and Catch up since 2019 and it was an extremely successful event with over 150 people attending including both the Lord Lieutenant and the High Sherriff of Essex. The event gave us the opportunity to showcase our work to so many wonderful supporters.
- Everyone at SNAP is very proud of the services we provide and it is always great to receive formal recognition of this. The awards received during 2022 included the Brentwood Business Awards: Charity of the Year, the Active Essex Find Your Active Funded Project of the Year Award and the Essex Mums Award for our Drama Class.
- Our fundraising team have performed a great job in raising record levels of income in a difficult environment. By presenting the benefits to families of the SNAP services to existing and new supporters, we were able to secure new funding from trusts, grants, individuals and the wider community. We are enormously grateful to our supporters for both their generosity and their inventiveness in coming up with new ideas to raise money for SNAP.
- The event schedule was back in full swing during 2022. The highlights included the SNAP Ball with 180 guests in March and the golf day at Thorndon Park in September.
- Improving the operational efficiency of the SNAP team allows them to devote more time to the families that turn to the charity. During the year, we implemented a new database to support our family team significantly reducing the level of processing time on previously manual tasks.
- SNAP's greatest assets are the staff that work here and we are very grateful for their dedication and expertise. The continued wellbeing of all our people is extremely important and we have focused on developing the support provided to them.

2023 Aspirations

- Ensure that SNAP is able to meet growing demand for our services across the whole of Essex.
- Continue to evaluate and adapt our services to ensure they are providing the best possible support to our families.
- Look to strengthen relationships with other charities particularly in the area of transitional support.
- Ensure that SNAP remains in a good position financially with adequate unrestricted reserves to cover expenditure requirements for between 6 to 9 months.
- Advance our investment plans for upgrading both our premises and our back-office infrastructure.
- Review the functionality of the Website and mobile access. Ensure they are fit for purpose and user friendly.
- Sustain and develop relationships with our supporters and volunteers.
- Refocus fundraising seeking new sources of funds, recognising the difficult economic conditions our supporters will face in 2023.
- Continue to monitor the health and wellbeing of staff who cope so well with sometimes very difficult circumstances.

"Lovely talking to you yesterday and thanks for your advice and support it's really helped make me feel I'm not alone!"

Outcomes:

- Reduced isolation and improved networks of support for the whole family.
- Improved access to information and strategies, which increases understanding and ability to effectively advocate for the needs of children and young people who have additional needs and disabilities.
- Increased parents/carers confidence, empowerment and ability to engage with statutory and voluntary service providers, medical professionals and other families.
- Greater self-reliance, independence and ability to ensure that children and young people with additional needs and disabilities get the best possible support.
- Increased resilience, mental health and overall feeling of wellbeing across the family.
- Improved communication skills, self-esteem and social interaction for children and young people with additional needs and disabilities.
- Enhanced support for siblings to deal with the challenges they face and give them opportunities to develop relationships with other children and young people experiencing similar circumstances.
- Increased understanding by professional bodies, including statutory and other voluntary sector organisations, of the support that SNAP families require.

SNAP's support is holistic and evolves over time, in response to the level of need and age of the children and young people with additional needs and disabilities.

SNAP recognises the changes and demands that families encounter as their children grow older. Families develop new skills and resilience with the knowledge that SNAP is always there when needed.

SNAP actively seeks the views and opinions of our families to help measure the impact of services and to assist in the development and planning of future provision.

"I wanted to let you know how grateful I am for the parent choir. I really look forward to our 2 weekly meet up and gives me some 'me time' and singing really does lift me up and makes me feel happy."

Impact:

- Parents/Carers are more resilient and empowered, are able to make confident, informed choices to help their children and young people with additional needs and disabilities and their siblings.
- Children and young people with additional needs and disabilities and their siblings experience improved social inclusion as a result of the confidence and self-esteem gained at SNAP.
- Older children and young people return to SNAP to volunteer in the activities from which they have benefitted. The skills acquired through volunteering also provide experiences that develop independence, life skills and support future life choices in education and training.

‘SNAP’ Shot - number of Families with Children and Young People who have any additional need and disability Supported in 2022

Year on year there is increasing demand from families for SNAP’s services.

3,720
Essex families

669
New families registered

4,711
Children and young people with additional needs and disabilities

3,508
Helpline Phone Calls

3,785
Helpline Emails

1,701
Participants in **training courses and talks**

860
Children and young people attended **holiday services** and **individual sessions**

428
Children and young people attended **clubs & activities** from pre-school groups to after-school clubs

314
Sibling young carers supported

588
Face-to-face **parent advice** appointments and surgeries

7,572
Hours of children’s services attended

1,065
Counselling sessions for parents and families

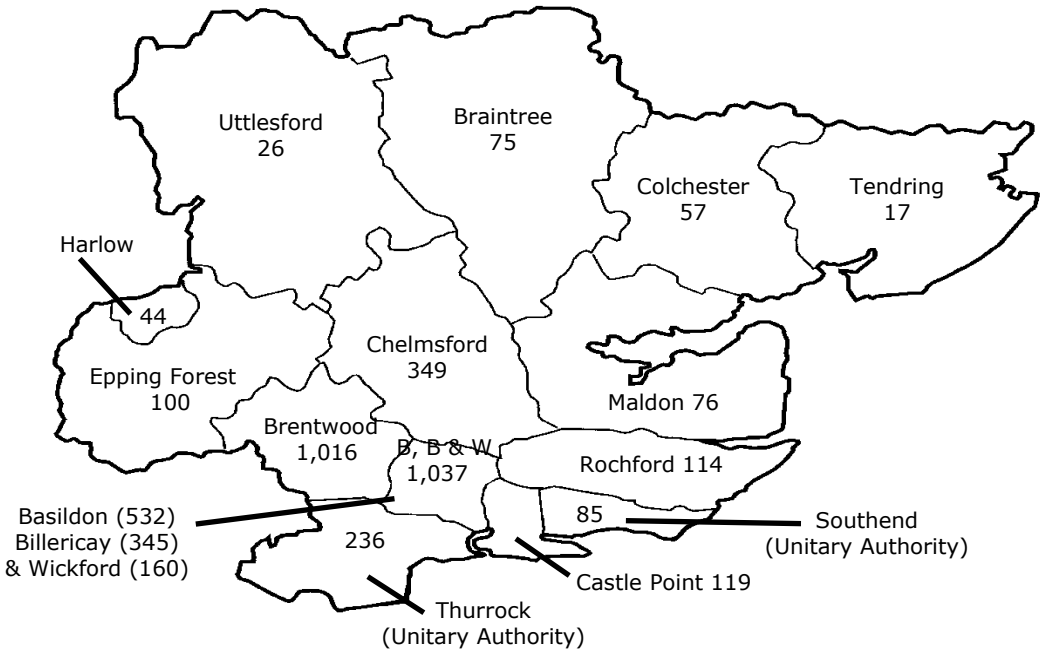
Profile of Children's Needs

Below is a statistical profile according to diagnosis of the 4,711 children with additional needs currently registered with SNAP. In total there are 8,531 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	3,274	38		Behavioural Difficulties	177	2
ADD/ADHD	1,225	14		Epilepsy	171	2
Speech & language difficulties	565	7		Dyspraxia	170	2
Mental health issues	450	5		Rare conditions	119	1
Developmental delay	356	4		Cerebral Palsy	111	1
Sensory processing disorder	299	4		Visual Impairment	109	1
Dyslexia	274	3		Chromosome disorders	90	1
Learning difficulties	206	3		Hearing impairment	78	1
Physical disability	206	3		Down syndrome	69	1
Other conditions including brain/spine/genetic/heart disorders					582	7

Area of Benefit

There were 3,720 Essex families registered with SNAP at 31st December 2022. The map shows the Essex County Council districts in which 3,351 of these families live:



In addition to the above 3,351 families shown above, we also have 369 Essex families who live in the following towns: Barking 1; Dagenham 7; Hornchurch 66; Ilford 6; Rainham 19; Romford 139; Upminster 48; Other towns 83.

Financial Review

During 2022, the trustees appointed Corné von Wielligh of MJ Bushell Audit LLP as independent examiner to the charity. Mr Von Wielligh replaces the late Lee Elsworth of Tiffin Green whose many years of service were much appreciated by all of the trustees.

SNAP is dependent on a wide range of funding sources including charitable trusts, statutory agencies and community fundraising. SNAP has a robust 3-year Business and Fundraising Plan in place and budgets are reviewed against actual income at each Executive meeting to ensure the charity's long-term financial stability is sustainable.

The income earned in 2022 was higher than originally budgeted due to the success of our fundraising through either significant individual donations, event related income or the extension of COVID-19 related support funding. Expenditure during the year was higher than in 2021 due to higher staff costs and project costs related to our new database.

Budget – The budget for 2023 is for a loss of £107,000. Our expectations are that income levels will fall (2023: £758,000) due to the discontinuation of statutory income and the increasing difficulty in winning new trust and grants to replace awards that have matured. At the same time, expenditure will increase (2023: £865,000) as a result of additional growth in the demand for SNAP's services and inflationary pressures.

Reserves – At 31st December 2022 SNAP's unrestricted reserves were £582,008 including a designated reserve of £100,000. The unrestricted reserves will provide expenditure cover for 8.1 months.

Income 2022

Statutory Funding – Principal statutory funding sources for the year were NHS Clinical Commissioning Groups and Essex County Council Short Breaks funding. After many years, the latter will discontinue in 2023 following an unsuccessful bid by SNAP in the most recent application for funds.

Other Main Funders – The success of our financial position during the year is due to the ongoing generosity of our many donors. Charitable Trusts and Foundations, individuals, businesses, Rotary clubs, Lodges, Round Tables, public houses, schools, sports clubs and other organisations raise money every year to help us fund our activities. We are also extremely grateful to Future Office Solutions for all their assistance with our IT needs and Blue Serif who support our website.

OUR ENORMOUS THANKS TO ALL OUR SUPPORTERS

During 2022 our charity partnerships with local retailers and businesses continued to develop. Our many supporters in the local community arranged and participated in a huge variety of activities. Our 'in-house' events team working with our ambassadors and supporters were extremely busy in arranging and participating in a range of events.

We offer a big thank you to everyone who participated and supported SNAP in this way. As a result, we had another extremely busy and rewarding year.

Activities included:

Virtual and actual walks, Fun Runs, Half Marathons & Marathons, Cycle Rides,
Golf Days, Restaurant Nights, Wine Tasting evenings, a Walking Football tournament, Quiz nights, Ice Skating parties, Auctions,
Raffles, Hamper Draws, SNAP Christmas Card Sales.

Many people involved in these initiatives are families who have received support from SNAP. We are enormously proud and grateful that the importance of our work is recognised and endorsed in this way.

Plans for Future Periods

Having celebrated 28 years since foundation in 2022, SNAP is here for the long term, and this means that to continue providing our full range of services and activities detailed long term planning is required.

SNAP has developed and implemented a rolling 3-year business plan cycle. The plan for 2023 to 2025 covers each area of the charity's activities and operation. The Business Plan is reviewed regularly at Trustee meetings.

Our aspirations for 2023 are outlined on page 7 of the Trustees Report.

Post Balance Sheet Events

Since the end of 2021, the UK has emerged from the lockdown periods required throughout the COVID-19 era, to face a number of other financial and geo-political risks. Particularly relevant to the financial outlook of SNAP, is the impact of higher UK inflation and its impact on both the expenditure base and the ability of our supporters to donate to charitable causes.

SNAP is fortunate to have a strong financial position as demonstrated by our level of reserves. This is thanks to our generous supporters as well as our amazing staff who have kept our services running throughout the last two difficult years. Our expenditure plans in 2023 together with lower income mean that a loss has been budgeted for. Our fundraising team are working hard to replace discontinued statutory and trust and grant income received in 2022 with new sources of funding.

The Trustees have considered the projected financial position of SNAP in light of the above and have determined that they do not create a material uncertainty that casts significant doubt upon SNAP's ability to continue as a going concern.

Structure, Governance & Management

Governing Document

SNAP's governing document is its Memorandum and Articles of Association, which states that its objects "are for the relief of children with physical and/or mental disabilities or other additional needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

SNAP was formed in 1994 and was registered as a charity in September 1996. On 6th May 1999 it was agreed by the Trustees that SNAP Special Needs and Parents (Registered Charity No. 1058255) should become a charitable company limited by guarantee and that the Trustees elected at the Annual General Meeting on 26th May 1999 would be the initial directors of the incorporated charity. Special Needs And Parents Limited (Company No. 03805837) was incorporated under the Companies Act 1985 on 13th July 1999 and was registered as a charity by the Charities Commission on 13th October 1999 (Registered Charity No. 1077787). Special Needs And Parents Ltd has continued to be known as 'SNAP' and that acronym has been used throughout the report.

Special Needs And Parents Limited had 149 members at the end of the year. The members' liability in the event of SNAP winding up is £1 each.

Trustee Recruitment and Appointment

SNAP is governed by a board of directors, which forms the Executive Committee. The directors of SNAP are known as trustees and are referred to as such throughout the annual report and accounts.

At the end of 2022, there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

The Executive Committee conducts an annual corporate governance code formal evaluation of the Executive Committee and individual trustees.

All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 19 of the accounts.

The trustees may, by ordinary resolution, appoint a person who is willing to be a trustee either to fill a vacancy or become an additional trustee. At a general meeting a person may be appointed a trustee if he or she is recommended by the trustees in accordance with the Articles or if a member qualified to vote at the meeting nominates a person in accordance with the Articles. The maximum number of trustees is twelve.

Trustee Induction and Training

As part of the recruitment process, prospective trustees receive a Trustee Information Pack, which includes the Charity Commission publication “CC3 The Essential Trustee: What you need to know”. The pack also contains information on the charity’s structure, aims and objectives, policies and procedures, sub-committees, latest Annual Report & Accounts and Memorandum and Articles of Association.

Prospective trustees are invited to attend an Executive Committee meeting to discuss the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed, and information is provided of training courses available, so that Trustee development continues throughout their time on the Executive Committee.

Organisational Structure

The Board of Trustees, which can have up to 12 members, administers the charity. The full Board meet 4 to 5 times a year and there are standing sub-committees covering Finance and Remuneration, Fundraising and Safeguarding. Other sub-committees are constituted as appropriate to review specific topics. In the past this has included areas such as GDPR. Other Trustees support the CEO as subject matter experts when required, an example of this being Safeguarding.

The CEO is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the trustees for operational matters including services for SNAP families, financial management, marketing and publicity, HR and employee relations.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

Remuneration Policy for Senior Staff

As the key person within the charity, the CEO is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the CEO is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity’s financial resources. The Remuneration Committee’s recommendations are submitted to the full Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

- the principal risks and uncertainties that the charity faces. These are updated by the management team and presented to the Executive committee at every Executive Meeting, for review and discussion.
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review.
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

Reference and Administrative Information

Charity Name:	Special Needs and Parents Limited
Working Name:	SNAP
Charity Registration No:	1077787
Company Registration No:	03805837
Registered Office and Operational Address:	The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Trustees

Mandy Carr (Chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/Academy Trust Director and as a Pension Fund Trustee.
Stephen Wall (Vice-Chair)	A retired founder and Managing Director of a water management company which was primarily engaged by social housing landlords to maintain safe water systems.
Michael O'Connell (Treasurer)	Retired solicitor and Notary Public.
Paula Hills	Founder of a music therapy charity for pre-school children with additional needs in 1993 and a founder of SNAP. Paula previously co-ordinated the Essex Forum for Support Groups. Paula's second child Oliver is multiply disabled.
Suzanne Davies	An accountant, previously she was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.

Julia Gray	A full-time mum with two sons. Her eldest son has additional needs. Julia is the Office Manager supporting families for an Essex based therapy centre which specialises in sensory OT. Previously she worked in the City for several financial companies.
Stewart McArthur	A general nurse, children's nurse and Health Visitor who for the last 15 years prior to retirement from the NHS worked at Director level commissioning services for children, young people and maternity in London and Essex.
Paul Deller Ray	A Registered Social Worker with 30 years' experience across Children, Adults and Families Social Care, both in the statutory and voluntary sectors.
Stuart Hulbert	A Chartered Insurance Broker and Joint Managing Director of a Chartered Insurance broking firm based in Brentwood that specialises in advising and arranging insurance for the care and social welfare sector.
Richard Bareham	A Chartered Management Accountant with 25 years of financial management experience within the commercial and charity sectors.
Kate Scola	Works as an Economist at the Competition and Markets Authority and has two sons.

Staff in 2022

CEO:	Karen Boath
Finance Director:	Jeremy Radley from 1st February, 2022 Christina Stubbs up to 31st January, 2022
Family Support	Kate Batson, Rachel Franklin Andrea Pereira, Liza Bowring, Berni Garrard, Paula Hollingworth, Alex Taylor, Allister Smith, Michelle Hall, Michaela Morement, Ruby Tyler Pam Kinsella, Dale Kerr, Michelle Dawes, Caitlin Cable
Finance & Fundraising	Sara Clifton, Robert Dennis, Sally Hetherington Jill Ault, Callum Boath, Bev Stare, Charlotte Neale, Fiona Townsend, Michelle Andrews, Sam Tandy

The Fundraising and Finance Team continue to provide invaluable day-to-day support to the family team with their expertise on the monitoring and evaluation of services, IT, website and social media platforms.

Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)

Accountants

MJ Bushell Audit LLP, 8 High Street, Brentwood, Essex CM14 4AB

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
Virgin Money plc, E-Savings, NEA 3780, Newcastle upon Tyne NE3 4ZE
Shawbrook Bank Ltd, Lutea House, Warley Hill Business Park, Brentwood, Essex CM13 3BE
Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE
Hampshire Trust Brank, 131 Finsbury Pavement, London EC2A 1NT

The Report of the Trustees on pages 1 to 17 was approved by the Trustees and signed on their behalf by:

Mandy Carr (Chair)
22nd March 2023

Independent Examiner's Report to the Trustees of Special Needs and Parents Charitable Company

I report to the Trustees on my examination of the financial statements of Special Needs and Parents Limited (the Charity) for the year ended 31 December 2022.

Responsibilities and basis of report

As the Trustees of the Charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
2 the financial statements do not accord with those records; or
3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Corné von Wielligh
MJ Bushell Audit LLP
8 High Street
Brentwood
Essex
CM14 4AB

Date: 23/03/2023

SPECIAL NEEDS AND PARENTS LIMITED
Company No. 03805837

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	241,123	-	241,123	185,943	-	185,943
Charitable activities	4	33,939	431,795	465,734	31,157	501,311	532,468
Other trading activities	5	85,639	-	85,639	58,756	-	58,756
Investments	6	2,503	-	2,503	3,711	-	3,711
Total income		363,204	431,795	794,999	279,567	501,311	780,878
Expenditure on:							
Raising funds	7	92,576	-	92,576	83,427	-	83,427
Charitable activities	8	258,579	445,560	704,139	104,396	471,063	575,459
Total expenditure		351,155	445,560	796,715	187,823	471,063	658,886
Net incoming/(outgoing) resources before transfers		12,049	(13,765)	(1,716)	91,744	30,248	121,992
Gross transfers between funds		(11,654)	11,654	-	-	-	-
Net income/(expenditure) for the year/ Net movement in funds		395	(2,111)	(1,716)	91,744	30,248	121,992
Fund balances at 1 January 2022		580,701	275,285	855,986	488,957	245,037	733,994
Fund balances at 31 December 2022		581,096	273,174	854,270	580,701	275,285	855,986

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

BALANCE SHEET

AS AT 31 DECEMBER 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	12		214,142		220,673
Current assets					
Debtors	13	-		383	
Cash at bank and in hand		679,559		653,010	
		679,559		653,393	
Creditors: amounts falling due within one year	14	(39,431)		(18,080)	
Net current assets			640,128		635,313
Total assets less current liabilities			854,270		855,986
Income funds					
Restricted funds			273,174		275,285
Unrestricted funds			581,096		580,701
			854,270		855,986

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 22nd March 2022.

.....
Mandy Carr
Trustee

.....
Michael O'Connell
Trustee

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2022

1 Accounting policies

Charity information

Special Needs and Parents Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex, CM14 5WF.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's memorandum, articles and the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1 Accounting policies **(Continued)**

1.1 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.2 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	The capitalised costs of the SNAP Centre building are being written off on a straight line basis over the term of the lease with effect from May 2007 for 24 years.
Fixtures and fittings	10% per annum straight line
Computers	25% per annum straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.3 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.4 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

1.5 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.6 Pension

The charity operates a defined contribution pension scheme for permanent employees, as applicable, per the rules relating to Auto-Enrolment. The assets of the scheme are held separately from those of the charity. The annual contributions are charged to the SOFA.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	241,123	185,943

4 Charitable activities

	Charitable Income 2022	**Charitable Income 2021**
	£	**£**
Children's Activities	19,564	15,384
Family and Parent Counselling	12,240	10,265
Parent Services	2,135	5,508
Grants and donations	431,795	501,311
	465,734	532,468
Analysis by fund		
Unrestricted funds	33,939	31,157
Restricted funds	431,795	501,311
	465,734	532,468

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Fundraising events	85,639	58,756

6 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	2,503	3,711

7 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Fundraising and publicity		
Other fundraising costs	3,877	392
Support costs	88,699	83,035
Fundraising and publicity	92,576	83,427
	92,576	83,427

8 Charitable activities

	Charitable activities 2022 £	Charitable activities 2021 £
Staff costs	467,400	407,739
Children's activities	24,116	25,400
Parent services	7,963	7,339
Counselling	30,681	27,690
Technology costs	26,809	19,217
Premises costs	30,716	26,181
	587,685	513,566
Share of support costs (see note 9)	116,454	61,893
	704,139	575,459
Analysis by fund		
Unrestricted funds	258,579	104,396
Restricted funds	445,560	471,063
	704,139	575,459

9 Support costs

	2022 £	2021 £
Staff costs	89,163	89,035
Depreciation	39,046	35,450
Technology costs	39,786	-
Accountancy	2,400	1,887
Premise costs	9,349	-
Other support costs	25,409	18,556
	205,153	144,928
Analysed between		
Fundraising	88,699	83,035
Charitable activities	116,454	61,893
	205,153	144,928

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

The cost of the Trustee indemnity insurance in 2022 was £642 (2021: £642).

11 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	20	20

Employment costs	**2022** **£**	**2021** **£**
Wages and salaries	495,688	447,115
Social security costs	45,861	33,363
Other pension costs	15,014	16,296
	556,563	496,774

The key management personnel of the charity comprise the Trustees and Executive Directors (CEO and Finance & Fundraising) The total employee benefits of the key management personnel were £105,702 (2021: £95,268).

There were no employees whose annual remuneration was more than £60,000.

12 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 January 2022	381,961	190,808	157,010	729,779
Additions	-	26,646	5,870	32,516
At 31 December 2022	381,961	217,454	162,880	762,295
Depreciation and impairment				
At 1 January 2022	230,767	150,488	127,852	509,107
Depreciation charged in the year	15,915	9,660	13,471	39,046
At 31 December 2022	246,682	160,148	141,323	548,153
Carrying amount				
At 31 December 2022	135,279	57,306	21,557	214,142
At 31 December 2021	151,192	40,323	29,158	220,673

13 Debtors

	2022	2021
Amounts falling due within one year:	£	£
Prepayments and accrued income	-	383

14 Creditors: amounts falling due within one year

	2022	2021
	£	£
Other taxation and social security	11,019	9,975
Other creditors	5,348	5,105
Accruals and deferred income	23,064	3,000
	39,431	18,080

15 Analysis of net assets between funds

	Unrestricted funds	**Restricted funds**	**Total**	Unrestricted funds	Restricted funds	Total
	2022	**2022**	**2022**	2021	2021	2021
	£	**£**	**£**	£	£	£
Fund balances at 31 December 2022 are represented by:						
Tangible assets	15,238	198,904	214,142	18,467	202,206	220,673
Current assets/(liabilities)	565,858	74,270	640,128	562,234	73,079	635,313
	581,096	273,174	854,270	580,701	275,285	855,986

16 Related party transactions

There were no disclosable related party transactions during the year (2021 - none).

17 Reserves Policy

The charity's reserves and its policy are set out as follows:

	Current Year 2022	Previous Year 2021
Unrestricted Funds	£481,096	£480,701
Designated Funds (Building Refurbishment)	£75,000	£75,000
Designated Funds (Infrastructure Improvement)	£25,000	£25,000
Restricted Funds	£273,174	£275,285
Total Funds	£854,270	£855,986
Ratio of Unrestricted and Designated Reserves to Annual Operating Expenditure	0.73 (8.8 months)	0.88 (10.6 months)

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

The trustees maintain the charity's unrestricted reserves at a level which is equivalent to between six and nine month's operational expenditure and have done so having regards to its manner of operation and likely funding steams.

The trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the charity continuing obligations at each executive meeting.

18. Restricted Reserves Movement

Restriction/Major Donors in 2022	As at 1st Jan 2022	Income	Expense	Transfers	As at 31st December 2022
Support and Advice to Families - NHS Basildon & Brentwood CCG - NHS Thurrock CCG - The Henry Smith Charity - The National Lottery Community Fund - ECC Startwell Subgroup - Omicron Hospitality and Leisure Grant - Mid & South Essex Hospitals Charity, Mid & South Essex Health Care Partnership managed by Essex Community Foundation - Malcolm & Beryl Crook Fund - Eastern Counties Educational Trust Limited - The Cherry Family Foundation	6,948	234,396	(201,166)	-	40,178
Services for children and young people - The Moody Charitable Trust - Paul & Rachel Jeffreys Charitable Trust - BBC Children in Need - The Tula Trust Ltd - The Hedley Foundation - Active Essex Find Your Active - The Dorothy Pamela Smith CIO - ECC Short Breaks - Youth Music - Marconi (Chelmsford) Employees Charities Trust Fund - The Charles S French Charitable Trust - The Ian and Angela Marks Charitable Foundation, the Manek Foundation and the Douglas Allen Foundation managed by Essex Community Foundation	33,216	110,544	(135,426)	-	8,333
Core Funding - BBC Children in Need COVID-19 Next Steps Programme Extension - People's Postcode Lottery - Douglas Allen Emergency Fund, The Poter Family Fund, the Birketts Charitable Fund and the Crix Charitable Fund managed by Essex Community Foundation - Gallagher Community Fund	20,736	81,110	(76,288)	-	25,558
Equipment & Toys The Beatrice Laing Trust	12,179	5,745	-	(17,724)	200
Restricted Fund – Expenditure (note 15)	**73,079**	**431,795**	**(412,880)**	**(17,724)**	**74,270**
Restricted Fund – Capital (note 15)	202,206	-	(32,680)	29,378	198,904
Total Restricted Funds	**275,285**	**431,795**	**(445,560)**	**11,654**	**273,174**

SPECIAL NEEDS AND PARENTS LIMITED

England & Wales - Charity number 1077787

Accounts

2021

Annual Report and Accounts

For the year ended 31st December 2021

Registered Charity No.1077787
Company Limited by Guarantee No.03805837

SNAP is an Essex charity for families with children and young people who have any additional need or disability.

SNAP's aims are to inform, encourage and support parents, allowing them to grow in strength and knowledge so that they are better equipped to give the best possible help to their children.

SNAP Values

Supporting, Welcoming, Encouraging & Empathetic

Non-judgemental, Understanding, Caring & Compassionate

Always Consistent, Reliable & Dependable

Professional, Knowledgeable, Trustworthy & Respectful

About Us

Website: www.snapcharity.org
Email: info@snapcharity.org
Telephone: 01277 211300

Fundraising
Email: fundraising@snapcharity.org
Fundraising Tel: 01277 245345

SNAP

The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Registered Charity No. 1077787

REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2021

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Report of the Trustees for the year ending 31st December 2021

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2021 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015).

Chairman's Review

Looking back at how much Covid dominated our activities, as outlined in our Report and Accounts for 2020, none of us could imagine that it would continue to do so in such a profound way during 2021 as well.

Needless to say, the team at SNAP once again showed the resilience to continue to deliver the outstanding service they are known for, despite at times suffering from Covid themselves and being exhausted by the on-going onslaught. It is once again a testament to the team that they have continued to renew and revitalise the services you will read about in this document.

Following Government advice, the Centre remained largely closed until April 2021. However, the Helpline, directory and on-line Zoom sessions continued as previously. As soon as the centre was able to open, the team took a cautious approach to re-introducing sessions. Initially this meant that only one family or one bubble could attend at a time.

In summary the team facilitated the following sessions:

- Counselling, where 1,024 sessions took place via Zoom and in person,
- 205 individual or small-group bubble sessions, where families had the activity hall to themselves and a member of staff to offer one-to-one support and advice,
- 23 hybrid and/or remote Sensorise sessions for those with complex needs,
- 25 specialist parent talks on topics such as developing communication and independence in children complex needs, Pathological Demand Avoidance and ASD and emotional needs,
- A variety of new remote holidays clubs for children and young people,
- And started the SNAP Choir.

Most notably the team were able to offer our amazing SIBS4FUN week for our very special siblings. This was a mixture of indoor and outdoor activities, including a very lively hoe-down complete with musicians and straw bales. This week of unconstrained activities took 51 children and young people out of their home environment that had been more challenging than ever since the pandemic, to allow them to have some FUN.

Our fundraising team worked ceaselessly to ensure that we continued to match revenue to the services that we wished to deliver. As you will see from the accounts, due to some substantial grant applications we are able to be confident in our ability to continue, despite challenging circumstances, to offer the services families need and our financial stability is sustainable.

During 2021 Christina Stubbs, our Director of Finance and Fundraising, confirmed her intention to retire, following a move away from Brentwood. In conjunction with Christina and Karen Boath, Director of Family Services, the Trustees undertook a review of the organisation structure to ensure that any recruitment brought forward the best applicant for the immediate and future needs of SNAP. Following this, and as part of the continuing evolution of The SNAP Team, Trustees agreed to create the post of Chief Executive Officer for the Charity for the first time. The Trustees were delighted that Karen Boath accepted the offer to move into this role, a move that was effective from 1st August 2021.

Following this, a recruitment exercise took place to find a Finance and Fundraising Director. Jeremy Radley was appointed to this role and having volunteered for a few months formally joined on 1st February 2022. This enabled Christina to retire on 31st January 2022. We wish Christina well in her new home and in her retirement. Having contributed so much to SNAP over 20 years she deserves a well-earned break.

2021 saw changes to the Trustee board as well. Mike Bishop, a long-serving Trustee moved from the area so resigned from the Board. Mike was a very active Trustee, and we thank him for his contribution over many years. Therefore, the Board undertook a recruitment exercise to bring new Trustees on board, ensuring we maintain as varied a range of skills, experience and backgrounds as possible. This saw the board increase to 11 members. We were very pleased to welcome Richard Bareham who is a qualified accountant currently working for a hospice in Suffolk. Additionally, we were joined by Kate Scola, a SNAP family who is an economist for a large government department. We have a space for one further Trustee on the board and may seek another SNAP family to join us to continue to increase diversity on the board.

And last, but by no means least, the SNAP team received external recognition for their amazing work including:

- Star of Brentwood Award by Brentwood Borough Council – October
- Brentwood Chamber of Commerce's Brentwood Business Awards in November:
    - Best Innovative Initiative for SNAP Radio our weekly Facebook Live sessions
    - Overall Best Business Award.

Therefore, in concluding this review of 2021 it just leaves me to thank every member of The SNAP Team, whether our dedicated members of staff, or our tremendous volunteers and fundraisers, without whom we could not offer such award-winning services for our families.

Mandy Carr
Chair

Objectives and Activities

Parent and family support is central to the purpose of the charity. SNAP seeks to inform and encourage parents of children and young people who have additional needs and disabilities, which enables them to grow in strength and knowledge. The focus is on enhancing the balance between caring and parenting whilst maintaining family life and enabling positive adjustments for siblings.

In the course of interaction with statutory funders, care providers, local authorities and other agencies, SNAP utilises its hands-on experience to advocate that the needs of the child and family are fully understood. The objective is to inform decision makers of the support required by SNAP families.

To deliver the charity's vision SNAP provides a safe environment offering a wide range of support and specialist services, achieving an outcome of increased resilience and empowerment within our families. The Trustees carefully consider how planned activities will contribute to SNAP's aims and objectives.

In shaping objectives for the year and planning activities the Trustees have referred to the Charity Commission's general guidance on public benefit. SNAP is very conscious that it relies on grants, donations and income from fees to cover its operating costs and it is essential that we provide excellent outcomes for our families in a cost-effective manner. Our fee structure reflects that affordable access to our services is extremely important to us and our families.

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2021 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high-quality services and activities.

Strategies employed to achieve our objectives:

- Education, training and support for parents, carers and professionals working with children and young people
- Activities, courses and therapies for children and young people
- Activities and support for siblings

Services and Support

The pandemic required SNAP to operate in a different way dictated by the restrictions caused by COVID-19. The team demonstrated enormous energy in seeking new ways to provide services for our families, preventing lives being damaged by addressing head on isolation and loneliness, providing regular and important information as the situation unfolded and at all times being aware of the potential for wellbeing issues caused by the pandemic.

The Trustees were fully engaged in discussing and reviewing the services and support offered by SNAP to ensure they were relevant and continued to meet the needs of our families.

Parents and Carers

Most of these services continued to be available remotely throughout 2021. As the year progressed and restrictions eased, we slowly reintroduced in-person services, adapting them to the changing needs of SNAP families.

Information, advice and support is provided by way of:

Helpline, E-mail and Telephone Support the SNAP helpline is open from 9.00am to 4.00pm weekdays to give information and support.

Face-to-Face Parent Advice provides parents with the opportunity to discuss their concerns and difficulties with SNAP's trained staff or receive Education and Benefits advice from our specialist partner providers.

Counselling is provided by professional counsellors and offered to parents and/or the whole family where they would benefit from this service.

Parent and Professional specialist talks, workshops and focus events with opportunities to network with other families and representatives of related organisations.

The **SNAP Directory** underpins the work of the charity and is a comprehensive online guide of useful contacts to point both parents and professionals in the right direction.

The **Information Network** updates parents regularly by email with information and opportunities relevant to their specific circumstances.

The **Specialist Library** is an extensive collection of specialist books, information sheets and DVDs which provide targeted information relating to specific issues or difficulties.

Parent Yoga sessions aim to improve both the mental and physical well-being of parents and carers.

Parent Choir sessions provide an opportunity to sing and socialise with other parents and carers.

Children and Young People

The majority of these services were offered remotely throughout the year alongside individual family sessions at The SNAP Centre. We slowly reintroduced in-person activities and by the end of the summer most sessions were back in-person at SNAP with reduced attendance or delivered as a hybrid session.

We offer a wide range of facilities and activities encompassing both term-time and holiday sessions including:

Specialist Equipment and Facilities including a multi-sensory room, a multi-sensory wall and a specialist IT suite which are used for individual and group sessions.

Pre-school Children sessions offer a stimulating, interactive and sensory experience using play, art, and music to encourage interaction within the group and between the parent and child.

Older Children and Young People are offered after-school clubs which include drama, yoga, choir, free play, arts and crafts, soft play and technology, with an emphasis on increasing self-esteem and confidence, while enhancing social and communication skills.

Holiday Sessions are opportunities to meet up with other families during the school holidays. In addition to play activities, the sessions include tactile and creative fun with art and messy play; activities in the multi-sensory room; a music area to explore sound and rhythm; and a range of programmes in the specialist IT Suite. Parents/carers can feel at ease helping to reduce feelings of isolation.

Siblings

Sibling Support offers inclusive activities such as the pre-school children groups, after-school clubs, holiday sessions and sibling activity days, including SIBS4FUN. The aim is to alleviate feelings of isolation and provide respite from being a 'young carer' and allows them to meet other children who are in similar situations. In 2021 SIBS4FUN was split into two groups, which alternated days at SNAP or at home, and culminated in our ever-popular Silly Sports Day.

Volunteers

Lockdown at the beginning of the year meant that volunteers were not able to come into the Centre. However, as restrictions relaxed our volunteers stepped up and provided invaluable help to the SNAP family support and fundraising teams. Without such dedicated and skilled volunteers SNAP could not offer the wide range of support and services essential for its families.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition, many volunteers take part in our fundraising activities. Our Trustees devote significant amounts of their time to supporting SNAP on a voluntary basis in a variety of ways.

Achievements and Performance

The environment for funding SNAP's activities has always been challenging and post-COVID we expect this to continue. Local authorities and other funders have restrictions on the funds they are able to make available. Against this background the Trustees, management team, staff and volunteers continue to seek new and innovative opportunities to develop our fundraising base as set out in our fundraising plan.

The success of our fundraising efforts has enabled us to continue developing and enhancing the services offered to children, young people and their parents.

2021 Achievements

- SNAP has continued to respond superbly to the organisational, financial and resourcing challenges posed over the last year ensuring a continuity of provision across a wide range of services. We have adapted our business plan accordingly.
- Adapting SNAP's service provision to the COVID pandemic situation so that it became business as usual rather than reactive. Ensuring that the provision of online/hybrid services and transition back to in-person did not detract from the support offered to families.
- We were delighted to welcome back families and supporters back to The SNAP Centre with our Communitea (September), Business Showcase (October) and Christmas Disco (December). Although events were restricted during the year, we were very proud of the ones we did hold including the 24 Hour Kitchen Disco.
- Reinforcing the message that SNAP is not only an essential provider and resource centre in Essex but is also intent on providing services for the long-term no matter the circumstances.
- Improved security of IT suite equipment with new Lock n' Charge unit and upgraded manual hoist to electric version, better ensuring the safety of staff and SNAP families.
- Introduced, enhanced and reinvented online services for children and young people including SNAP Choir and created hybrid options for some activities such as Sensorise sensory sessions.
- Developed regular webinars for parents and carers that ensured continuity of the training and guidance sessions previously offered in the Centre.
- Introduced Homes Education Groups for parents whose children are being educated at home, providing an opportunity to meet and develop support networks.
- Won multiple awards including a Brentwood Borough Council's Stars of Brentwood award, and the Best Innovative Initiative Award and overall Best Business Awards from the Brentwood Chamber of Commerce's Brentwood Business Awards.
- Continued to seek and develop new sources of fundraising as our usual funding activities continued to be impacted by the pandemic.

"Thank you for giving me a direction to follow. You have a wealth of knowledge, and this is the most useful conversation I've had with anyone in 2 years."

2022 Aspirations

- Re-evaluate current service delivery mechanisms, developing the offering in light of the experience gained during lockdown.
- Ensure that SNAP remains in a good position financially with adequate unrestricted reserves to cover expenditure requirements for between 6 to 9 months.
- Adjust staffing levels to ensure that SNAP is able to meet growing demand for our services across the whole of Essex.
- Progress investment plans for upgrading both our premises and our back-office infrastructure.
- Review the functionality of the Website and mobile access. Ensure it is fit for purpose and user friendly.
- Sustain and develop relationships with our supporters and volunteers.
- Refocus fundraising seeking new sources of funds as well as recognising the difficult economic conditions our supporters will face in 2022.
- Continue to monitor the health and wellbeing of staff who have dealt so well with the very difficult circumstances of the last two years.

Outcomes:

- Reduced isolation and improved networks of support for the whole family.
- Improved access to information and strategies, which increases understanding and ability to effectively advocate for the needs of children and young people who have additional needs and disabilities.
- Increased parents/carers confidence, empowerment and ability to engage with statutory and voluntary service providers, medical professionals and other families.
- Greater self-reliance, independence and ability to ensure that children and young people with additional needs and disabilities get the best possible support.
- Increased resilience, mental health and overall feeling of wellbeing across the family.
- Improved communication skills, self-esteem and social interaction for children and young people with additional needs and disabilities.
- Enhanced support for siblings to deal with the challenges they face and give them opportunities to develop relationships with other children and young people experiencing similar circumstances.
- Increased understanding by professional bodies, including statutory and other voluntary sector organisations, of the support that SNAP families require.

"I just can't thank you all at SNAP enough. No one has helped me like you have. It is such a relief to be able to just pick up the phone and know I can speak to someone there and then, who will listen to me, understand what I am going through and offer suggestions to help. I don't know what I would do without SNAP."

SNAP's support is holistic and evolves over time, in response to the level of need and age of the children and young people with additional needs and disabilities.

SNAP recognises the changes and demands that families encounter as their children grow older. Families develop new skills and resilience with the knowledge that SNAP is always there when needed.

SNAP actively seeks the views and opinions of our families to help measure the impact of services and to assist in the development and planning of future provision.

Impact:

- Parents/Carers are more resilient and empowered, are able to make confident, informed choices to help their children and young people with additional needs and disabilities and their siblings
- Children and young people with additional needs and disabilities and their siblings experience improved social inclusion as a result of the confidence and self-esteem gained at SNAP
- Older children and young people return to SNAP to volunteer at the activities from which they have benefitted. The skills acquired through volunteering also provide experiences that develop independence, life skills and support future life choices in education and training.

"Today's session was a massive win for us. It's the longest time my son has ever spent at a group! From the moment we walked in I could tell SNAP was different. It sounds dramatic but this was the first time in his life that I felt able to step back and let someone other than myself or close family take the lead with him and that is such a huge thing! It may have been just one play session but its hugely restored my faith that there are places that can support us and that we can hopefully become a part of."

'SNAP' Shot - Number of Families with Children and Young People who have any Special Need and Disability Supported in 2021

Year on year there is increasing demand from families for SNAP's services.

3,046
Essex families

522
New families registered

3,852
Children and young people with additional needs and disabilities

3,105
Helpline Phone Calls

5,434
Helpline Emails

1,081
Participants in **training courses and talks**

589
Children and young people attended **holiday services** and **individual sessions**

256
Children and young people attended **clubs & activities** from pre-school groups to after-school clubs

185
Sibling young carers

543
Face-to-face **parent advice** appointments

3,984
Hours of children's services attended

1,024
Counselling sessions for parents and families

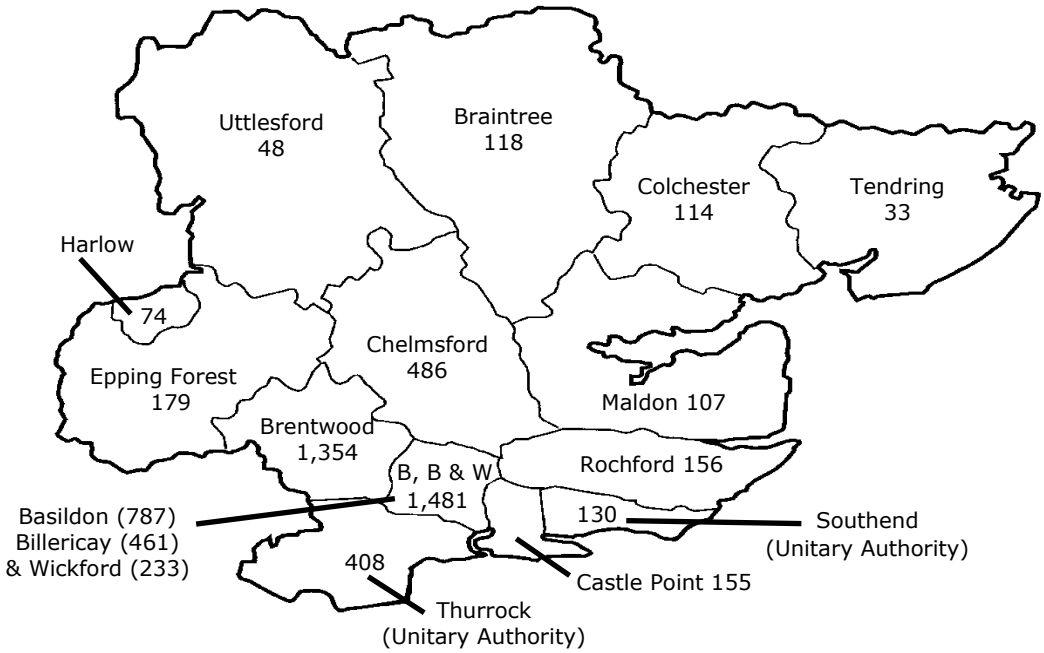
Profile of Children's Needs

Below is a statistical profile according to diagnosis of the 6,909 children with additional needs currently registered with SNAP (of those 3,852 were supported in 2021). In total there are 11,797 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	4,157	35		Sensory processing disorder	322	3
ADD/ADHD	1,568	13		Behavioural Difficulties	310	3
Speech & language difficulties	778	7		Epilepsy	269	2
Developmental delay	565	5		Cerebral Palsy	237	2
Dyslexia	469	4		Rare conditions	197	2
Mental health issues	405	3		Visual Impairment	185	2
Learning difficulties	394	3		Chromosome disorders	143	1
Dyspraxia	352	3		Down syndrome	124	1
Physical disability	324	3		Hearing impairment	109	1
Other conditions including brain/spine/genetic/heart disorders					889	7

Area of Benefit

There were 5,456 Essex families registered with SNAP at 31st December 2021 (of those 3,046 were actively supported during the year). The map shows the Essex County Council districts in which 4,843 of these families live:



In addition to the above 4,843 families, we also have 613 Essex families who live in the following towns: Barking 4; Dagenham 19; Hornchurch 131; Ilford 29; Rainham 37; Romford 300; Upminster 93.

Financial Review

The trustees are pleased to report that Lee Elsworth FCCA, ACA of Tiffin Green was appointed as independent examiner to the charity during the year and has expressed his willingness to continue to act as such.

SNAP is dependent on a wide range of funding sources including charitable trusts, statutory agencies and community fundraising. SNAP has a robust 3-year Business and Fundraising Plan in place and budgets are reviewed against actual income at each Executive meeting to ensure the charity's long-term financial stability is sustainable.

Despite budgeting for a reduction, income in 2021 was higher than in the previous year. This increase resulted from successful applications for COVID-19 related grants as well as an uplift in general donations due to some sizeable legacy and in-memory donations. Expenditure in 2021 was lower than budget but higher than in 2020, reflecting actual growth in activities and demand for services but not at the levels originally anticipated in the 2021 budget.

Budget – The budget for 2022 is for a loss of £100,134. Our expectations are that income levels will fall (2022: £665,931) as COVID-19 specific funding does not renew. At the same time, expenditure will increase (2022: £766,065) as a result of significant growth in the demand for SNAP's services. Our expenditure budget for 2022 also includes provision for the execution of a project to improve the efficiency of our back-office infrastructure.

Reserves – At 31st December 2021 SNAP's unrestricted reserves were £601,437 including a designated reserve of £100,000. The designated reserves have been increased by £50,000 to provide additional funding for building refurbishment and infrastructure improvements. See Notes to the Accounts – Reserves Policy on page 30.

Income 2021

Statutory Funding – Principal statutory funding sources for the year were NHS Clinical Commissioning Groups, Essex County Council Short Breaks funding, Essex County Council (COVID-19 funding) and Brentwood Borough Council (COVID-19 funding).

Other Main Funders – The success of our financial position during the year is due to the ongoing generosity of our many donors. Charitable Trusts and Foundations, individuals, businesses, Rotary clubs, Lodges, Round Tables, public houses, schools, and other organisations raise money every year to help us fund our activities. We are also extremely grateful to Future Office Solutions for all their assistance with our IT needs and Blue Serif who support our website.

OUR ENORMOUS THANKS TO ALL OUR SUPPORTERS

During 2021 our charity partnerships with local retailers and businesses continued to develop. Our many supporters in the local community arranged and participated in a huge variety of activities. Our 'in-house' events team working with our ambassadors and supporters were extremely busy in arranging and participating in a range of events.

We offer a big thank you to everyone who participated and supported SNAP in this way. As a result, we had another extremely busy and rewarding year.

Activities included:

Sponsored Events including:
Virtual and actual Walks, Fun Runs, Half Marathons & Marathons,
24 Hour Discos • Golf Days • Curry Nights
Virtual social events including Zoom Quiz Nights & Wine/Gin Tasting Events
Raffles • Hamper Draws • SNAP Christmas Card Sales

Many people involved in these initiatives are families who have received support from SNAP. We are enormously proud and grateful that the importance of our work is recognised and endorsed in this way.

Plans for Future Periods

SNAP is here for the long term, and this means that to continue providing our full range of services and activities detailed long term planning is required.

SNAP has developed and implemented a rolling 3-year business plan cycle. The plan for 2022 to 2024 covers each area of the charity's activities and operation. The Business Plan is reviewed regularly at Trustee meetings.

The ability of SNAP to provide both virtual and in person activities to families that are supported has been well established across the last two pandemic impacted years. This is now a business as usual activity for our staff. In 2022 to date, we have seen a gradual return to The SNAP Centre by families and we very much hope that this trend continues.

Particular challenges arising in 2022 will be driven by higher demand for our services, placing greater pressure on our teams to service all helpline and other requests with the high quality levels of interaction expected from our families and by SNAP. Making the working environment more effective and our operations more efficient are leading objectives in our current three-year business plan.

Going Concern, Post Balance Sheet Event

Since the end of 2021, the UK has emerged from the lockdown periods required throughout the COVID-19 era, to face a number of other financial and geo-political risks. Particularly relevant to the financial outlook of SNAP, is the impact of higher UK inflation and its impact on both the expenditure base and the ability of our supporters to donate to charitable causes.

SNAP is fortunate to have a strong financial position as demonstrated by our level of reserves. This is thanks to our generous supporters as well as our amazing staff who have kept our services running throughout the last two difficult years. Our expenditure plans in 2022 together with lower income mean that a loss has been budgeted for. Our fundraising team are working hard to replace the COVID-19 specific income received in 2020 and 2021 with new sources of funding.

The Trustees have considered the projected financial position of SNAP in light of the above and have determined that they do not create a material uncertainty that casts significant doubt upon SNAP's ability to continue as a going concern.

Structure, Governance & Management

Governing Document

SNAP's governing document is its Memorandum and Articles of Association, which states that its objects "are for the relief of children with physical and/or mental disabilities or other additional needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

SNAP was formed in 1994 and was registered as a charity in September 1996. On 6th May 1999 it was agreed by the Trustees that SNAP Special Needs And Parents (Registered Charity No. 1058255) should become a charitable company limited by guarantee and that the Trustees elected at the Annual General Meeting on 26th May 1999 would be the initial directors of the incorporated charity. Special Needs And Parents Limited (Company No. 03805837) was incorporated under the Companies Act 1985 on 13th July 1999 and was registered as a charity by the Charities Commission on 13th October 1999 (Registered Charity No. 1077787). Special Needs And Parents Ltd has continued to be known as 'SNAP' and that acronym has been used throughout the report.

Special Needs And Parents Limited had 234 members at the end of the year. The members' liability in the event of SNAP winding up is £1 each.

Trustee Recruitment and Appointment

SNAP is governed by a board of directors, which forms the Executive Committee. The directors of SNAP are known as trustees and are referred to as such throughout the annual report and accounts.

At the end of 2021, there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

The Executive Committee conducts an annual corporate governance code formal evaluation of the Executive Committee and individual trustees.

All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 19 of the accounts.

The trustees may, by ordinary resolution, appoint a person who is willing to be a trustee either to fill a vacancy or become an additional trustee. At a general meeting a person may be appointed a trustee if he or she is recommended by the trustees in accordance with the Articles or if a member qualified to vote at the meeting nominates a person in accordance with the Articles. The maximum number of trustees is twelve.

Trustee Induction and Training

As part of the recruitment process, prospective trustees receive a Trustee Information Pack, which includes the Charity Commission publication "CC3 The Essential Trustee: What you need to know". The pack also contains information on the charity's structure, aims and objectives, policies and procedures, sub-committees, latest Annual Report & Accounts and Memorandum and Articles of Association.

Prospective trustees are invited to attend an Executive Committee meeting to discuss the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed, and information is provided of training courses available.

Organisational Structure

The Board of Trustees, which can have up to 12 members, administers the charity. The Board normally meet 5 times a year and there are standing sub-committees covering Finance and Remuneration, Fundraising and Safeguarding. Other sub-committees are constituted as appropriate to review specific topics. In the past this has included areas such as GDPR. Other Trustees support the Senior Management Team as subject matter experts when required, an example of this being Safeguarding.

The Senior Management Team is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Senior Management Team has delegated authority, within terms of delegation approved by the trustees for operational matters including services for SNAP families, financial management, HR and employee relations.

Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

Remuneration Policy for Senior Staff

As the key personnel within the charity, the Senior Management Team is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the senior team is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity's financial resources. The Remuneration Committee's recommendations are submitted to the full Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

- the principal risks and uncertainties that the charity faces are updated by the management team and presented to the Executive committee at every Executive Meeting, for review and discussion
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise

Reference and Administrative Information

Charity Name:	Special Needs And Parents Limited
Working Name:	SNAP
Charity Registration No:	1077787
Company Registration No:	03805837
Registered Office and Operational Address:	The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF

Trustees

Mandy Carr (Chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/Academy Trust Director and as a Pension Fund Trustee.
Stephen Wall (Vice-Chair)	A retired founder and Managing Director of a water management company which was primarily engaged by social housing landlords to maintain safe water systems.
Michael O'Connell (Treasurer)	Retired solicitor and Notary Public.
Paula Hills	Founder of a music therapy charity for pre-school children with additional needs in 1993 and a founder of SNAP. Paula previously co-ordinated the Essex Forum. Paula's second child Oliver is multiply disabled.
Suzanne Davies	An accountant, previously she was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.

Julia Gray	A full-time mum with two sons. Her eldest son has additional needs. Previously she worked in the City for several financial companies.
Michael Bishop (Resigned 23rd April 2021)	An accountant. His career was primarily in financial services until he retired, he was Managing Director of a major investment management firm. He currently holds directorship posts in Investment organisations.
Stewart McArthur	A general nurse, children's nurse and Health Visitor who for the last 15 years prior to retirement from the NHS worked at Director level commissioning services for children, young people and maternity in London and Essex.
Paul Deller Ray	A Registered Social Worker with 30 years' experience across Children, Adults and Families Social Care, both in the statutory and voluntary sectors.
Stuart Hulbert	A Chartered Insurance Broker and Joint Managing Director of a Chartered Insurance broking firm based in Brentwood that specialises in advising and arranging insurance for the care and social welfare sector.
Richard Bareham (Appointed 16th June 2021)	A Chartered Management Accountant with 25 years of financial management experience within the commercial and charity sectors.
Kate Scola (Appointed 15th September 2021)	Works as an Economist at the Competition and Markets Authority and has two sons.

Staff

Senior Management Team:	Karen Boath, CEO Jeremy Radley, Director Finance & Fundraising (Appointed 1st February 2022) Christina Stubbs, Director Finance & Fundraising (Retired 31st January 2022)
Family Support	Pam Kinsella, Kate Batson, Rachel Franklin Andrea Pereira, Liza Bowring, Berni Garrard, Mary Lamb Paula Hollingworth, Dale Kerr, Michelle Dawes Alex Taylor, Allister Smith

Finance & Fundraising	Sara Clifton, Michelle Andrews
	Robert Dennis, Sally Hetherington
	Jill Ault, Sam Tandy, Callum Boath, Richard Tyne

The Fundraising and Finance Team continue to provide invaluable day-to-day support to the family team with their expertise on the monitoring and evaluation of services, IT, website and social media platforms.

Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)

Accountants

Tiffin Green Limited, Chartered Accountants, Swan House, 9 Queens Road, Brentwood, Essex CM14 4HE

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
Virgin Money plc, E-Savings, NEA 3780, Newcastle upon Tyne NE3 4ZE
Shawbrook Bank Ltd, Lutea House, Warley Hill Business Park, Brentwood, Essex CM13 3BE
Cambridge & Counties Bank, Charnwood Court, New Walk, Leicester, LE1 6TE
Hampshire Trust Brank, 131 Finsbury Pavement, London EC2A 1NT

The Report of the Trustees on pages 1 to 19 was approved by the Trustees on signed on their behalf by:

Mandy Carr (Chair)
29th June 2022

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Independent Examiner's Report to the Trustees of Special Needs And Parents Charitable Company

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Special Needs and Parents Limited ('the charitable company') for the year ended 31st December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the charitable company are not required to be audited under Part 16 of the Act and are eligible for independent examination, I report in respect of my examination of the charitable company's financial statements carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

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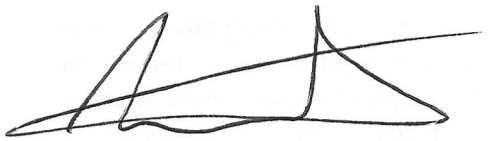
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the charitable company as required by section 386 of the 2006 Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Lee Elsworth ACA, FCCA
Tiffin Green Limited
Swan House
9 Queens Road
Brentwood
Essex
CM14 4HE

Date: 30/6/2022

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STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31st DECEMBER 2021

	NOTE	2021 UNRESTRICTED FUND £	2021 RESTRICTED FUND £	2021 TOTAL FUNDS £	2020 UNRESTRICTED FUND £	2020 RESTRICTED FUND £	2020 TOTAL FUNDS £
Income and endowments from:							
Donations and legacies	2	**185,943**		**185,943**	302,318		302,318
Charitable activities	4	**31,157**	**501,311**	**532,468**	24,463	349,702	374,165
Other trading activities	3	**58,756**		**58,756**	37,389		37,389
Investments	5	**3,711**		**3,711**	3,723		3,723
Total		**279,567**	**501,311**	**780,878**	367,893	349,702	717,595
Expenditure on:							
Raising funds	7	**83,427**		**83,427**	53,075		53,075
Charitable activities	6	**101,369**	**471,063**	**572,432**	184,155	372,618	556,773
Other	8	**3,027**		**3,027**	3,270		3,270
Total		**187,823**	**471,063**	**658,886**	240,500	372,618	613,118
Net income/(expenditure)		**91,744**	**30,248**	**121,992**	127,393	(22,916)	104,477
Transfer between funds				-			-
		91,744	**30,248**	**121,992**	127,393	(22,916)	104,477
Reconciliation of funds							
Total funds brought forward		**488,957**	**245,037**	**733,994**	394,206	235,311	629,517
Total funds carried forward	17	**580,701**	**275,285**	**855,986**	521,599	212,395	733,994

The notes on pages 23 to 30 form part of these financial statements.

Special Needs and Parents Limited - Company no 03805837

Statement of Financial Position as at 31st December 2021

STATEMENT OF FINANCIAL POSITION

AT 31st DECEMBER 2021

	NOTES	2021 £	2021 £	2020 £	2020 £
Fixed assets:					
Tangible assets	12		**220,673**		237,520
Current assets:					
Debtors	13	**383**		649	
Fixed term bank deposits	14	**250,837**		247,190	
Cash at bank and in hand		**402,173**		266,507	
		653,393		514,346	
Current liabilities					
Creditors-amounts falling due within one year	15	**18,080**		17,872	
Net current assets			**635,313**		496,474
Total net assets			**855,986**		733,994
The funds of the charity:					
Restricted funds			**275,285**		212,395
Unrestricted funds					
Designated funds			**100,000**		50,000
General funds			**480,701**		471,599
Total funds	17		**855,986**		733,994

For the year ended 31st December 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:
The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

Approved by the trustee directors on 29/06/2022 and signed on their behalf by:

.....
Mandy Carr (Chair)

.....
Michael O'Connell (Treasurer)

COMPANY REGISTRATION NUMBER: 03805837

The notes on pages 23 to 30 form part of these financial statements.

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Special Needs and Parents Limited - Company no 03805837
Statement of Cash Flows as at 31st December 2021

STATEMENT OF CASH FLOWS

	NOTE	TOTAL FUNDS 2021	PRIOR YEAR 2020
		£	£
Cash flows from operating activities			
Net cash used in operating activities	21	**154,205**	136,115
Cash flows from investing activities:			
Purchase of tangible fixed assets		**(18,603)**	(21,696)
Interest received		**3,711**	3,723
Invested in short term bank deposits		**(3,647)**	(40,342)
Net cash expended on investing activities		**(18,539)**	(58,315)
Change in cash and cash equivalents in the reporting period		**135,666**	77,800
Cash and cash equivalents at the beginning of the reporting period		**266,507**	188,707
Cash and cash equivalents at the end of the reporting period		**402,173**	266,507

The notes on pages 23 to 30 form part of these financial statements.

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1: Accounting policies

a: General information and basis of preparation

Special Needs and Parents is a private company limited by guarantee incorporated in England and Wales and a registered charity in the United Kingdom. The registered office and operational address is The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF.

The financial statements have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (as amended for accounting periods commencing from 1st January 2016) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

b: Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been restricted for other purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

c: Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from local government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and not deferred.

No amounts are included in the accounts for services donated by volunteers.

Grants and donations are only deferred where these are restricted and where they are for expenditure to be incurred in future accounting periods, and were received in advance.

d: Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the cost of participating in fund-raising events and a proportion of rent and salary costs applicable to fund-raising.
- Expenditure on charitable activities includes the cost of providing children's activities, family counselling, parent training and any overheads attributable to such activities.
- Other expenditure represents those items not falling into any other heading.

Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which it relates and, in the case of tangible fixed assets, as part of the cost.

e: Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly relate to charitable activities. Support costs include administrative salaries, office rent, office supplies and professional fees. Such costs have been allocated between expenditure on charitable activities, cost of fund raising and other expenditure as set out in note 8.

f: Tangible fixed Assets and depreciation

Tangible fixed assets costing more than £200 are capitalised.

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

New Premises Costs: All expenditure on the New Premises Project is treated as a tangible fixed asset. The cost will be written off over the remaining term of lease from the date the building and refurbishment works were completed in May 2007 (i.e 24 years). The restricted fund for the new premises will be reduced each year by the annual depreciation charge.

Computers and I.T. equipment - 25% per annum straight line.

Fixtures, fittings and equipment - 10% per annum straight line.

g: Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

h: Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity of 3 months or less from the date of acquisition or opening of the deposit account.

i: Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

j: Pensions

The charity operates a defined contribution pension scheme for full time employees. The assets of the scheme are held separately from those of the charity. The annual contributions payable are charged to the SOFA.

k: Donations in Kind

Donations in kind are not included in the financial statements due to the difficulty in quantifying their value.

l: Financial Instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Such financial instruments are initially recorded at transaction value and subsequently measured at their settlement value.

NOTES TO THE ACCOUNTS

2: INCOME FROM DONATIONS AND LEGACIES

	UNRESTRICTED	RESTRICTED	2021 TOTAL	2020 TOTAL
	£	£	£	£
Grants and donations	**185,705**	**-**	**185,705**	302,046
Membership fees	**238**	**-**	**238**	272
	185,943	**-**	**185,943**	302,318

Grants and donations for 2021 include grants of £3,392 received in respect of COVID Job Retention Scheme

3: INCOME FROM OTHER TRADING ACTIVITIES

	UNRESTRICTED	RESTRICTED	2021 TOTAL	2020 TOTAL
	£	£	£	£
Sale of Christmas cards	**1,038**	**-**	**1,038**	524
Sale of other merchandise	**-**	**-**	**-**	-
Other activities	**813**	**-**	**813**	401
Fund-raising	**56,905**	**-**	**56,905**	36,464
	58,756	**-**	**58,756**	37,389

4: INCOME FROM CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2021 TOTAL	2020 TOTAL
	£	£	£	£
Choir	**1,313**	**-**	**1,313**	**-**
Music	**587**	**-**	**587**	964
Drama	**3,315**	**-**	**3,315**	2,771
SNAPTASTIC	**554**	**-**	**554**	555
SIBS4FUN	**1,725**	**-**	**1,725**	1,295
SNAP+ Disco	**784**	**-**	**784**	138
Family and Parent Counselling	**10,265**	**-**	**10,265**	11,018
Yoga Club	**1,962**	**-**	**1,962**	2,070
SNAP on a Monday	**579**	**-**	**579**	440
Therapeutic Thursdays	**659**	**-**	**659**	410
SNAP centre sessions	**3,666**	**-**	**3,666**	983
SNAP +	**240**	**-**	**240**	90
Parent and professional training	**4,779**	**-**	**4,779**	3,430
Parent yoga	**89**	**-**	**89**	225
Parent social	**640**		**640**	
Photographs		**-**	**-**	75
Grants and donations (specified)		**501,311**	**501,311**	349,702
	31,157	**501,311**	**532,468**	374,165

Activities for children, young people and parents are provided at The SNAP Centre and SNAP requests that parents pay a small voluntary contribution towards the general running costs of the charity.

5: INCOME FROM INVESTMENTS

	UNRESTRICTED	RESTRICTED	2021 TOTAL	2020 TOTAL
	£	£	£	£
Interest on bank deposits and fixed term bonds	**3,711**	**-**	**3,711**	3,723

6: ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	UNRESTRICTED £	RESTRICTED £	2021 TOTAL £	2020 TOTAL £
Childrens' activities		**25,400**	**25,400**	17,693
Counselling		**17,500**	**17,500**	14,097
Parent and professional training		**16,240**	**16,240**	20,875
Library		**1,289**	**1,289**	1,951
Postage		**0**	**-**	5,394
Office supplies		**499**	**499**	1,208
Salaries	**83,233**	**324,506**	**407,739**	398,536
Staff & volunteer training		**5,263**	**5,263**	1,214
Staff recruitment costs	**1,959**		**1,959**	2,476
Other expenditure	**1,292**		**1,292**	772
Subscriptions		**2,088**	**2,088**	2,118
Telephone		**8,583**	**8,583**	6,780
Premises costs	**1,309**	**24,872**	**26,181**	30,923
Insurance	**734**	**2,935**	**3,669**	3,488
Computer and database costs	**2,127**	**8,507**	**10,634**	8,622
Bank charges	**759**		**759**	424
Governance costs	**4,732**	**3,155**	**7,887**	8,342
Depreciation	**5,224**	**30,226**	**35,450**	31,860
	101,369	**471,063**	**572,432**	556,773

7:ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	UNRESTRICTED £	RESTRICTED £	2021 TOTAL £	2020 TOTAL £
Costs of fundraising	**385**		**385**	3,477
Salaries	**83,035**		**83,035**	48,750
Office rent	**-**		**-**	750
Postage	**7**		**7**	98
	83,427	**-**	**83,427**	53,075

8: ALLOCATION OF TOTAL EXPENDITURE

	BASIS OF ALLOCATION	CHARITABLE ACTIVITIES £	FUND RAISING £	OTHER EXPENSES £	2021 TOTAL £	2020 TOTAL £
Costs directly allocated to activities						
Childrens' activities/counselling	Direct	**42,900**			**42,900**	31,790
Parent and professional training	Direct	**16,240**			**16,240**	20,875
Library	Direct	**1,289**			**1,289**	1,951
Postage	Direct		**7**		**7**	5,492
Salaries	Direct	**407,739**			**407,739**	398,536
Staff and volunteer training	Direct	**5,263**			**5,263**	1,214
Staff recruitment costs	Direct	**1,959**			**1,959**	2,476
Staff and volunteer travel	Direct				**-**	-
Office rent	Direct				**-**	750
Legal & professional fees	Direct				**-**	-
Premises costs	Direct	**22,742**			**22,742**	28,920
Equipment repairs and maintenance	Direct	**3,440**			**3,440**	2,003
Subscriptions	Direct	**2,088**			**2,088**	2,118
Telephone	Direct	**8,583**			**8,583**	6,780
Website costs	Direct				**-**	-
Computer and database costs	Direct	**10,634**			**10,634**	8,622
Photographs	Direct				**-**	-
Fundraising expenditure	Direct		**385**		**385**	3,477
Support costs allocated to activities					**-**	
Insurance	Usage	**4,341**			**4,341**	4,008
Office rent	Usage				**-**	-
Trustees meetings and training	Usage	**282**			**282**	859
Miscellaneous	Usage	**1,274**			**1,274**	785
Office supplies	Usage	**499**			**499**	1,208
Salaries	Staff time	**6,000**	**83,035**		**89,035**	54,750
Independent examiners fees:					**-**	
Independent examination	Usage	**950**			**950**	950
Accountancy	Usage			**1,550**	**1,550**	1,550
Payroll services	Usage			**1,477**	**1,477**	1,720
Bank charges	Usage	**759**			**759**	424
Depreciation	Usage	**35,450**			**35,450**	31,860
		572,432	**83,427**	**3,027**	**658,886**	613,118

9: ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION & EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

	2021 £	2020 £
Wages and salaries	**447,115**	408,052
Social security costs	**33,363**	29,636
Employer's pension costs	**16,296**	15,598
	496,774	453,286

No employees had employee benefits in excess of £60,000 (2020: Nil)
The average number of employees during the year was 20 (2020: 20).
The key management personnel of the charity comprise the Trustees and Executive Directors (Family Services and Finance & Fundraising). The total employee benefits of the key management personnel were £95,268 (2020: £93,628).
None of the trustees received any remuneration or other benefits neither were they reimbursed for any expenses during the current or previous year.

10: STAFF NUMBERS

The average number of employees during the year was as follows:

	2021	2020
Key management	**2**	2
Family support	**11**	11
Finance & fundraising	**7**	7
	20	20

11: PENSION COSTS

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £16,296 (2020: £15,598).

12: TANGIBLE FIXED ASSETS	**LEASEHOLD PREMISES**	**FIXTURES FITTINGS & EQUIPMENT**	**COMPUTER EQUIPMENT**	**TOTAL**
	£	**£**	**£**	**£**
Cost:				
At 1st January 2021	**381,961**	**182,143**	**147,072**	**711,176**
Additions	**-**	**8,665**	**9,938**	**18,603**
At 31st December 2021	**381,961**	**190,808**	**157,010**	**729,779**
Depreciation:				
At 1st January 2021	**214,854**	**142,528**	**116,274**	**473,656**
Charge for the year	**15,915**	**7,957**	**11,578**	**35,450**
At 31st December 2021	**230,769**	**150,485**	**127,852**	**509,106**
Net book value				
At 31st December 2021	**151,192**	**40,323**	**29,158**	**220,673**
At 31st December 2020	167,107	39,615	30,798	237,520

13: DEBTORS	**2021**	2020
	£	£
Grants receivable	**-**	-
Prepayments	**383**	649
	383	649

14: FIXED TERM BANK DEPOSITS	**2021**	2020
	£	£
Fixed term bank deposits maturing after more than 3 months	**250,837**	247,190

The fixed term bank deposits have maturity dates ranging from 1 to 3 years from the date of inception.

15: CREDITORS-AMOUNTS FALLING DUE WITHIN ONE YEAR	**2021**	2020
	£	£
Sundry Creditors	**5,105**	5,221
Provision for car park maintenance	**3,000**	3,000
Taxes and social security costs	**9,975**	9,651
	18,080	17,872

16: ANALYSIS OF NET ASSETS BETWEEN FUNDS	**GENERAL FUNDS**	**RESTRICTED FUNDS**	**TOTAL FUNDS**
	£	**£**	**£**
Tangible fixed assets	**18,467**	**202,206**	**220,673**
Current assets	**580,314**	**73,079**	**653,393**
Current liabilities	**(18,080)**	**-**	**(18,080)**
	580,701	**275,285**	**855,986**

17: MOVEMENT IN FUNDS

	AT 1st JAN 2021 Published	Prior period adjustment	AT 1st JAN 2021 Restated	INCOME	EXPENDITURE	TRANSFER	AT 31st DEC 2021
	£	£	£	£	£	£	£
Restricted funds							
Capital projects (Note 17a)	**186,054**	**32,642**	**218,696**	**11,019**	**(30,226)**	**2,717**	**202,206**
Other restricted funds (Note 17b)	**26,341**		**26,341**	**490,292**	**(440,837)**	**(2,717)**	**73,079**
	212,395	**32,642**	**245,037**	**501,311**	**(471,063)**	**-**	**275,285**
Unrestricted funds							
General funds	**521,599**	**- 32,642**	**488,957**	**279,567**	**(187,823)**	**-**	**580,701**
	733,994	**-**	**733,994**	**780,878**	**(658,886)**	**-**	**855,986**

Expenditure of £32,642 that had previously been classified as unrestricted has been transferred to restricted funds.

17a: CAPITAL PROJECTS

	AT 1st JAN 2021		AT 1st JAN 2021	INCOME/ (DEPRECIATION)	TRANSFER	AT 31st DEC 2021	EXPENDED ON TANGIBLE FIXED ASSETS
	£	£	£	£	£	£	£
	588,188	**32,642**	**620,830**	**11,019**	**2,717**	**634,566**	**634,566**
Less depreciation to date	**(402,134)**		**(402,134)**	**(30,226)**	**-**	**(432,360)**	**(432,360)**
	186,054	**32,642**	**218,696**	**(19,207)**	**2,717**	**202,206**	**202,206**

17b: OTHER RESTRICTED FUNDS

Restriction	Donors	At 1st Jan 2021 £	INCOMING RESOURCES £	OUTGOING RESOURCES £	TRANSFERS £	At 31st Dec 2021 £
Support and advice for families	NHS Basildon & Brentwood CCG NHS Thurrock CCG The National Lottery Community Fund The Henry Smith Charity Malcolm & Beryl Crook Fund Essex Community Foundation - Mid & South Essex Hospitals Charity, Mid & South Essex Health Care Partnership London Southend Airport Brentwood Mental Health and Wellbeing Small Grant Scheme Countryside Properties Souter Charitable Trust The Sir Jules Thorn Charitable Trust	650	231,107	(227,490)		4,288
Services for children and young people	BBC Children in Need ECC Short Breaks Paul & Rachel Jeffreys Charitable Trust The Tula Trust Ltd The Charles S French Charitable Trust The Dorothy Pamela Smith CIO (carried over from 2020) The Moody Charitable Trust The D'Oyly Carte Charitable Trust Marconi (Chelmsford) Employees Charities Trust Fund Youth Music Active Essex Countryside Properties LV= Essex Community Foundation The Boshier Hinton Foundation Blackmore Pre-School Eastern Counties Educational Trust Limited Brentwood Mental Health and Wellbeing Small Grant Scheme The Perry Watlington Trust	19,420	169,342	(146,601)	(2,717)	39,443
Core Funding	ECC VCS COVID Response Fund BBC Children in Need COVID-19 Next Steps Programme	3,036	72,943	(55,243)		20,736
Equipment & toys	ECC Short Breaks small grants capital scheme Leeds Building Society Foundation Essex Business Adaptation Grant The Beatrice Laing Trust CRT Interiors (carried over from 2020)	3,235	16,900	11,523		8,612
		26,341	**490,292**	**(440,837)**	**(2,717)**	**73,079**

18: RESERVES POLICY

The charity's reserves and its policy are set out as follows:

	Current Year 2021	Previous Year 2020
Unrestricted Funds	£480,701	£471,599
Designated Funds (Building Refurbishment)	£75,000	£50,000
Designated Funds (Infrastructure Improvement)	£25,000	nil
Restricted Funds	£275,285	£212,395
Total Funds	£855,986	£733,994
Ratio of Unrestricted and Designated Reserves to Annual Operating Expenditure	0.88 (10.6 months)	0.76 (9.1 months)

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

The Trustees maintain the charity's unrestricted reserves at a level which is equivalent to between six and nine months operational expenditure and have done so having regards to its manner of operation and likely funding streams. The Trustees are pleased to report that current reserves of 11 months have been sufficient to maintain SNAP services during the COVID pandemic.

The Trustees review the amount of reserves that are required to ensure that they are adequate to fulfil the charity's continuing obligations at each executive meeting.

The Trustees have designated a further £50,000 of reserves to building refurbishment (£25,000) and infrastructure improvement (£25,000). The intention of both designated funds is to enable the Company to meet it's charitable objectives as efficiently as possible.

19: TRUSTEES' REMUNERATION AND EXPENSES

Charity funds have been used to purchase trustees' indemnity insurance at a cost of £642 (2020: £520), as permitted by the charity's Articles of Association.

No trustees nor any persons connected with them received any remuneration or expenses during the current or previous year.

20: FINANCIAL COMMITMENTS

At the balance sheet date the charity had no financial commitments.

21: RECONCILIATION OF NET MOVEMENT IN FUNDS TO CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net movement in funds	**121,992**	104,477
Add back depreciation charge	**35,450**	31,860
Deduct interest income shown in investing activities	**(3,711)**	(3,723)
Decrease/(increase) in debtors	**266**	(90)
Increase/(decrease) in creditors	**208**	3,591
Net cash used in operating activities	**154,205**	136,115