



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

**S**upporting, Welcoming, Encouraging & Empathetic

**N**on-judgemental, Understanding, Caring & Compassionate

**A**lways Consistent, Reliable & Dependable

**P**rofessional, Knowledgeable, Trustworthy & Respectful

## About Us

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**Email:** [info@snapcharity.org](mailto:info@snapcharity.org)

**Telephone:** 01277 211300

**Fundraising**

**Email:** [fundraising@snapcharity.org](mailto:fundraising@snapcharity.org)

**Fundraising Tel:** 01277 245345

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### 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 1<sup>st</sup> 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 Pantomime 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



**314**

Sibling  
young carers  
supported

**428**

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



**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

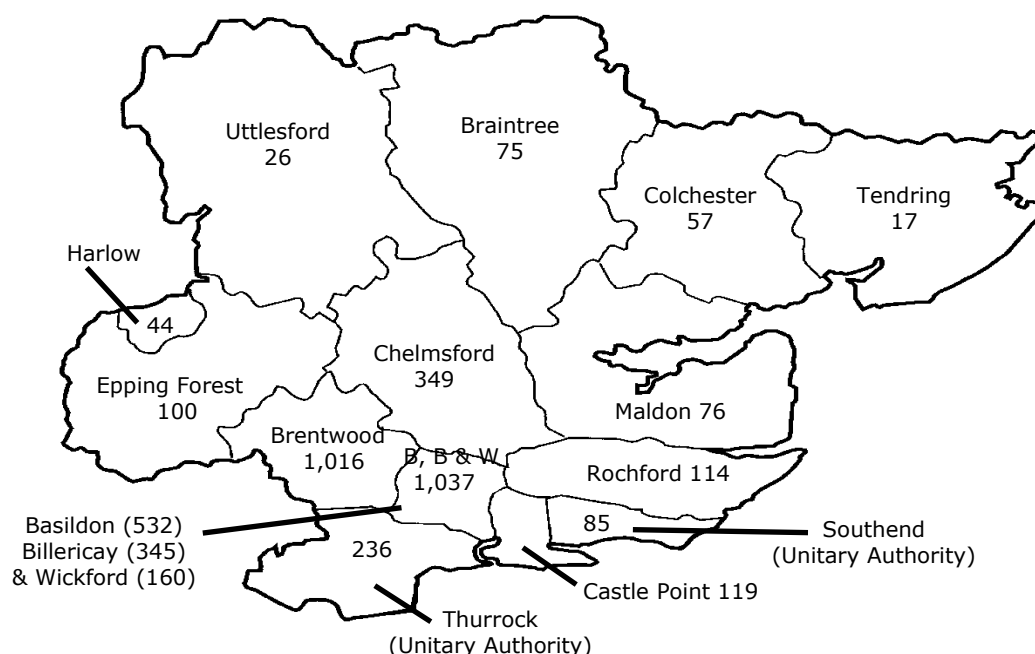
## Profile of Children's Needs

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 31<sup>st</sup> 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 31<sup>st</sup> 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 6<sup>th</sup> 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 26<sup>th</sup> 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 13<sup>th</sup> July 1999 and was registered as a charity by the Charities Commission on 13<sup>th</sup> 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 1 <sup>st</sup> February, 2022 Christina Stubbs up to 31 <sup>st</sup> 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 Bank, 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)  
22<sup>nd</sup> 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 Unrestricted funds 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
<b>Income from:</b>							
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
<b>Total income</b>		<b>363,204</b>	<b>431,795</b>	<b>794,999</b>	<b>279,567</b>	<b>501,311</b>	<b>780,878</b>
<b>Expenditure on:</b>							
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
<b>Total expenditure</b>		<b>351,155</b>	<b>445,560</b>	<b>796,715</b>	<b>187,823</b>	<b>471,063</b>	<b>658,886</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>12,049</b>	<b>(13,765)</b>	<b>(1,716)</b>	<b>91,744</b>	<b>30,248</b>	<b>121,992</b>
Gross transfers between funds		(11,654)	11,654	-	-	-	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>395</b>	<b>(2,111)</b>	<b>(1,716)</b>	<b>91,744</b>	<b>30,248</b>	<b>121,992</b>
Fund balances at 1 January 2022		580,701	275,285	855,986	488,957	245,037	733,994
<b>Fund balances at 31 December 2022</b>		<b>581,096</b>	<b>273,174</b>	<b>854,270</b>	<b>580,701</b>	<b>275,285</b>	<b>855,986</b>

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 £	£	2021 £	£
<b>Fixed assets</b>					
Tangible assets	12		214,142		220,673
<b>Current assets</b>					
Debtors	13	-		383	
Cash at bank and in hand		679,559		653,010	
		679,559		653,393	
<b>Creditors: amounts falling due within one year</b>	14	(39,431)		(18,080)	
Net current assets			640,128		635,313
<b>Total assets less current liabilities</b>			854,270		855,986
<b>Income funds</b>					
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.

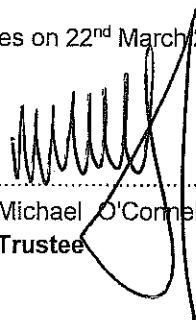
The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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 22<sup>nd</sup> March 2022.



Mandy Carr  
Trustee



Michael O'Connell  
Trustee



# **SPECIAL NEEDS AND PARENTS LIMITED**

Company No. 03805837

## **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022**

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### **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.

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 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.

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 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

	<b>Unrestricted funds</b>	<b>Unrestricted funds</b>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Donations and gifts	241,123	185,943

#### 4 Charitable activities

	<b>Charitable Income</b>	<b>Charitable Income</b>
	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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
	<u>465,734</u>	<u>532,468</u>
Analysis by fund		
Unrestricted funds	33,939	31,157
Restricted funds	431,795	501,311
	<u>465,734</u>	<u>532,468</u>

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 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 £
<u>Fundraising and publicity</u>		
Other fundraising costs	3,877	392
Support costs	88,699	83,035
Fundraising and publicity	92,576	83,427
	92,576	83,427

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2022

### 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
	<u>587,685</u>	<u>513,566</u>
Share of support costs (see note 9)	116,454	61,893
	<u>704,139</u>	<u>575,459</u>
<b>Analysis by fund</b>		
Unrestricted funds	258,579	104,396
Restricted funds	445,560	471,063
	<u>704,139</u>	<u>575,459</u>

### 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
	<u>205,153</u>	<u>144,928</u>
Analysed between		
Fundraising	88,699	83,035
Charitable activities	116,454	61,893
	<u>205,153</u>	<u>144,928</u>



# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

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

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.

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**FOR THE YEAR ENDED 31 DECEMBER 2022**

### 12 Tangible fixed assets

	Leasehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
<b>Cost</b>				
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
<b>Depreciation and impairment</b>				
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
<b>Carrying amount</b>				
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
	£	£
<b>Amounts falling due within one year:</b>		
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

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 15 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 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
	<u>581,096</u>	<u>273,174</u>	<u>854,270</u>	<u>580,701</u>	<u>275,285</u>	<u>855,986</u>

#### 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 streams.

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.

# SPECIAL NEEDS AND PARENTS LIMITED

Company No. 03805837

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2022

#### 18. Restricted Reserves Movement

Restriction/Major Donors in 2022	As at 1 <sup>st</sup> Jan 2022	Income	Expense	Transfers	As at 31 <sup>st</sup> December 2022
<u>Support and Advice to Families</u>  - 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
<u>Services for children and young people</u>  - 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
<u>Core Funding</u>  - BBC Children in Need COVID-19 Next Steps Programme Extension - People's Postcode Lottery - Douglas Allen Emergency Fund, The Pater 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
<u>Equipment &amp; Toys</u>  The Beatrice Laing Trust	12,179	5,745	-	(17,724)	200
<b>Restricted Fund – Expenditure (note 15)</b>	<b>73,079</b>	<b>431,795</b>	<b>(412,880)</b>	<b>(17,724)</b>	<b>74,270</b>
Restricted Fund – Capital (note 15)	202,206	-	(32,680)	29,378	198,904
<b>Total Restricted Funds</b>	<b>275,285</b>	<b>431,795</b>	<b>(445,560)</b>	<b>11,654</b>	<b>273,174</b>