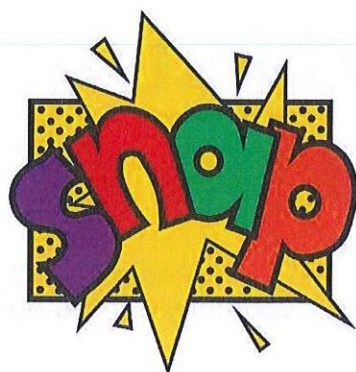


ANNUAL REPORT AND ACCOUNTS

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.

A handwritten signature in black ink, appearing to read 'Mandy Carr'.

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**



228

Sibling young carers supported

524

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



562

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

6,959

Hours of children's services attended

988

Counselling sessions for parents and families

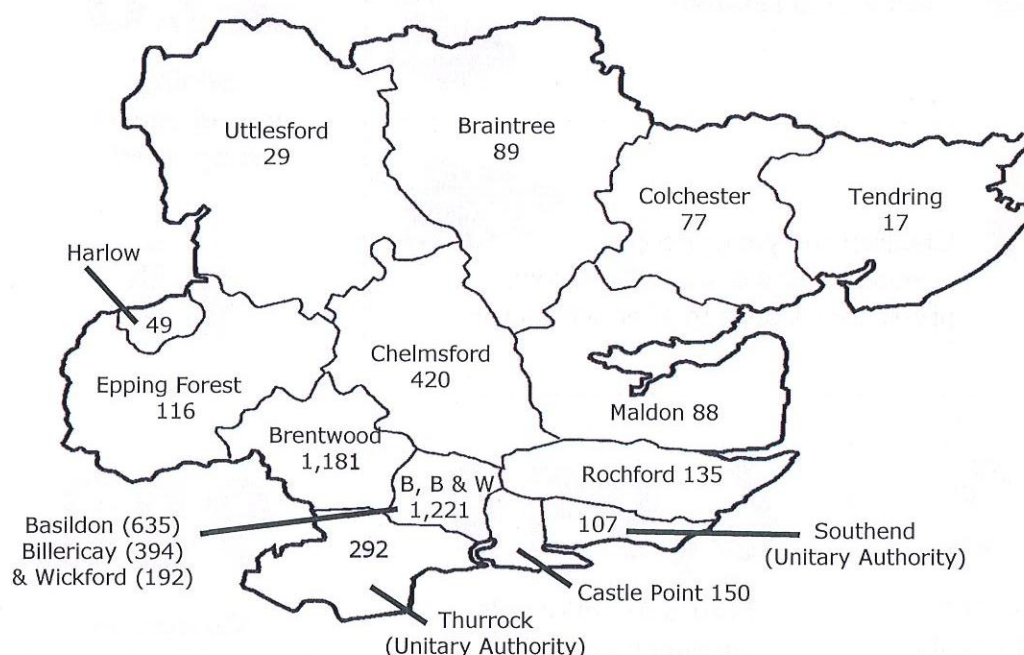
Profile of Children's Needs

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.
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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)

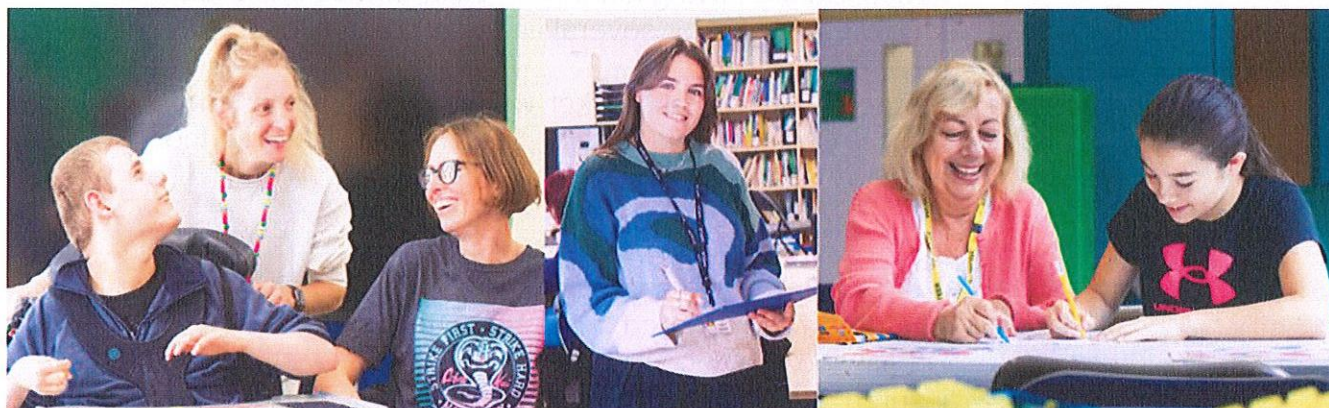
Denise has been involved in Education as a secondary teacher for over 40 years specialising in pastoral care and ensuring the school in which she was Assistant Head was inclusive giving all students every opportunity to succeed. Since retiring Denise has volunteered at SNAP in family sessions.

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.



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

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
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 £	£	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.

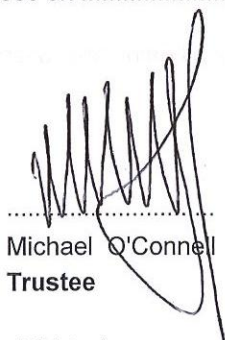
The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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)

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

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.

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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.
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.

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

7 Raising funds

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

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
	<u>475,902</u>	<u>444,053</u>
Share of support and governance costs (see note 9)		
Support	155,565	202,507
	<u>631,467</u>	<u>646,560</u>
Analysis by fund		
Unrestricted funds	212,025	201,000
Restricted funds	419,442	445,560
	<u>631,467</u>	<u>646,560</u>

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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
	<u>319,314</u>	<u>348,785</u>
Analysed between		
Fundraising	163,749	146,278
Charitable activities	155,565	202,507
	<u>319,314</u>	<u>348,785</u>

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 Number	2022 Number
	<u>22</u>	<u>20</u>
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
	<u>617,245</u>	<u>556,563</u>

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.

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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:

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

15 Deferred income

(Continued)

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

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
	<u>273,174</u>	<u>378,528</u>	<u>(419,442)</u>	<u>-</u>	<u>232,260</u>
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
	<u>275,285</u>	<u>431,795</u>	<u>(445,560)</u>	<u>11,654</u>	<u>273,174</u>

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
	<u>581,096</u>	<u>383,581</u>	<u>(381,643)</u>	<u>-</u>	<u>583,034</u>

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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 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.

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
	<u>583,034</u>	<u>232,260</u>	<u>815,294</u>
	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
	<u>581,096</u>	<u>273,174</u>	<u>854,270</u>

19 Related party transactions

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

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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

SPECIAL NEEDS AND PARENTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2023

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