



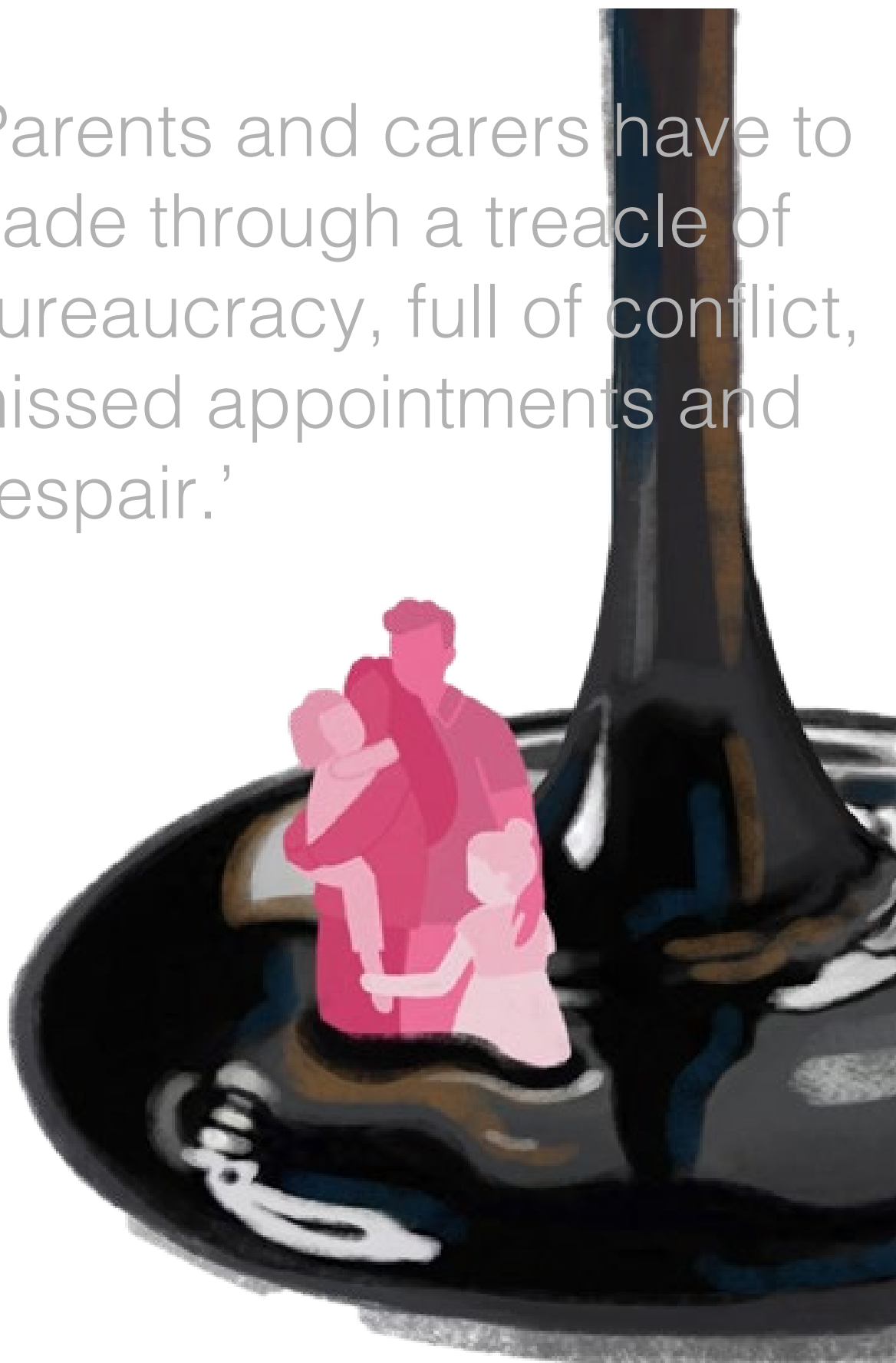
Annual Report 2021

Includes Report & Accounts for
year ended 31 October 2021

Contents

	Page
Chairman of the Board of Trustees	4
Who are SEND unlocked	5
CEO	6
Key Highlights Year 1	7
Aims Year 2	7
Operations Report	8
SEND unlocked implementation	9
Fundraising Report	10
How we raised and spent your money	11
Case Study	12
Trustee Report	13
Covid 19 Impact	13
Financial Review	13
Fundraising	14
Future Plans	14
Leadership & Purpose	15
Independent Examiners Report to the Trustees	19
Statement of Financial Activities	20
Statement of Financial Position	21
Notes to the Financial Statements	22
Thank You	26

‘Parents and carers have to wade through a treacle of bureaucracy, full of conflict, missed appointments and despair.’



Chairman of the Board of Trustees

The SEND sector is a Labyrinth of opaque, difficult to navigate processes, making access to basic services challenging even before the pandemic hit. Across the SEND sector families were already struggling to access education, healthcare and employment, and in many cases, already living in isolation, something I and much of our team have personal experience of. Over the course of the pandemic, these are issues the whole country has been given just a little taste of.

At the end of **SEND** unlocked's first year I am proud to say we are well on the way to becoming part of the solution. The SEND Directory currently under development is designed to improve access to support services, encourage better collaboration, transparency and accountability and to give families a voice. On behalf of my fellow Trustees, I must thank our amazing donors, team, staff and volunteers alike, for how they have dedicated themselves this year to the support and development of an organisation we can all be proud to be a part of.

As a board, we have a number of key priorities over the course of the next year to support growth of the organisation and safeguard the positive impact of our services:

Creating strong financial foundations to ensure the long-term viability of the organisation, which we recognise will be made more difficult by the ongoing pandemic, as well as continuing to build our reserves towards holding 6 months of operational costs, also ensuring we are in line with charity commission directives. Board of Trustee and Team development, and most importantly the effective launch and continued development of the SEND Directory itself.

We have an immense job ahead of us over the course of the next few years, with some exciting goals and events coming up, but at the heart of our work is the individual – the child who needs support to access education, the young adult who just wants to have the same access as other people their age to employment opportunities, the parents and carers who's mental health is being impacted negatively by the services supposed to provide support.

We look forward to year 2 and continued development of our services to support the SEND community.



Matthew Moxon
Co-Founder & Chairman



Who are SEND unlocked?

SEND unlocked is born out of personal experience. Our knowledge of the bureaucracy families are required to battle through and the impact that has on daily life is not anecdotal, or from research - we, like so many families, have lived it.

SEND unlocked was founded by Polly Elworthy and Matthew Moxon, parents of children, each with a different set of Challenges and needs, each at a different stage in the process – who decided that they could make a difference.



At **SEND** unlocked we believe that having a *SEND need should not limit a child's access to an education, that the right support at the right time maximises a person's opportunity to live a full life, that struggling families should get caught in the net rather than slipping through it, and that taxpayer's money should be spent on necessary support rather than failing process.

Our Aim is to provide parents and carers of children and adults with specific needs, as well as the schools and services that support them, a pathway through the maze of bureaucracy surrounding access to SEND support.

SEND unlocked's mission is to build an innovative user-friendly SEND Directory, providing information, advice and guidance for accessing the wide range of support services available to them and their families.

OUR VISION

An effective and simple structure of *SEND support across education, health and social care, which is accessible to all who need it.

CEO

Starting a Charity in the middle of a pandemic, that is not related to the pandemic itself, seems like rather a bold move, especially as so many charities reported their struggles with maintaining fundraising levels. However, as support services struggled more than ever, and families were left floundering, we recognised the need was increasing exponentially.

Having worked towards this for so many years, there was no possible way we would consider delaying or taking a step back from moving forward with our mission.

To do so we needed to achieve 5 things:

Firstly, we needed to ensure that the families we are aiming to support are at the heart of everything we do, and every decision we make.

Second, we needed to ensure governance and compliance were implemented correctly from day one, our registrations and governing documentation, our data protection and security, our policies and procedures. These are not a box checking exercise, they are the manual by which SEND unlocked is managed, ensuring all support provided is done so with the family's safety and security always at the forefront.

Third, we needed to implement our early fundraising to support initial start-up of the charity, including staff and IT development.

Fourth, implementation of the development of the SEND Directory, this sits at the core of our programme delivery and is vital to all areas of the success of our support. It had been initially estimated at between 18 months to 2 years of development for launch, but are moving ahead much faster than expected. We are now looking at initial launch early into our second year. And finally fifth, our communication, we needed to

access marketing expertise and create an effective Marketing and Communications strategy to support all of the above.

With these goals leading us, 2020/21 has been a year of firsts for SEND unlocked, starting with our registration being confirmed by the Charity Commission, our first donations, our first staff member, our first step on the IT development for our Programme delivery. The generous time of the Cranfield Trust in partnering us with a Marketing expert, generous grants from a number of trusts, the amazing gift by our developer of his time. It's been an exciting, successful and exhausting first year.

2021/22 will be a very different year. With the SEND Directory launch it will be a year of support, fundraising, communication, collaboration and the growth of positive relationships across the sector.



Polly Elworthy
Co-Founder and CEO



Key Highlights 2020 - 2021



Aims for Year 2



Operational Report

Operational Delivery of services has all been focused on designing and building the SEND Directory. The Directory is designed to be a platform through which all our services and programmes will be delivered.

So many in this sector have felt pushed to the 'bottom of the pile' for many years. At SEND unlocked we aim to show them that they are our priority, using the best technology, and creating an innovative platform, not where they are just spoken at. It is vital that the directory is interactive, gives them a voice, an opportunity to be part of the conversation on the services that impact themselves and their families every day.

To that end, our focus has been on designing the services, implementing compliance and mapping, every field and every process, in detail to ensure they are safe, effective and accessible.

We are using Salesforce, the Worlds #1 customer relationship management platform, to deliver our services, accompanied by OwnBackup, the #1 Data Protection Platform. Our investment in these platforms at the centre of the work that we do ensures we are using the best tools available.

We had a wonderful gift from a developer this year, of his time, free of charge, to support development which has given our delivery of the Directory a wonderful boost and pushed us forward. Placing a financial value to such a gift in kind is not difficult, but the value to us as an organisation is immense, particularly in time saved, to move us forward. Delivery of the SEND Directory was originally expected to be 18 months to 2 years from the start of the development. However, working and developing the core platform together we have achieved more than I thought possible in such a short period of time. Having completed initial mapping by June, at the years end, we are currently looking at testing starting within the first quarter of year two and the launch to follow within the following 2 months.

We also received amazing support from the Cranfield Trust, who we applied to for assistance last year. They have provided us with a Marketing specialist to support development and implementation of our Marketing Strategy. Our Marketing is vital to the delivery of the SEND Directory, and we are excited to continue working with them as we move towards the launch.

As I write the pandemic is still rolling on, impacting service delivery and increasing difficulties for families across areas such as education, health, mental health, social care, employment, finance and isolation. We are such a small team, working from home and knowing how much we will be able to achieve when we're in a position to grow our team, maximising on support and time to deliver is frustrating, our families need us and we're playing catch up. But it is also exciting to see how far we've come and to be able to tell them we are on our way.



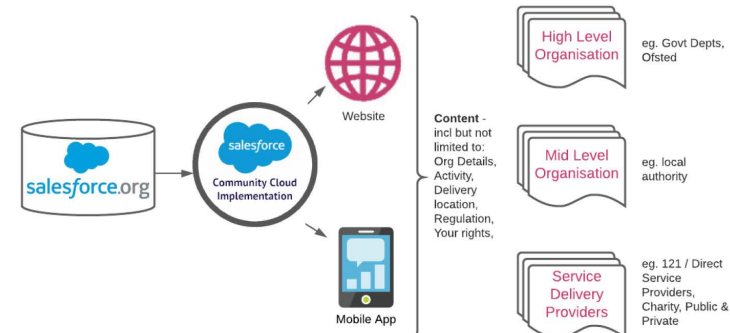
Polly Elworthy
Co-Founder and CEO

SEND unlocked Organisation Development and Implementation Plan

Stage 1 - Charity Start Up

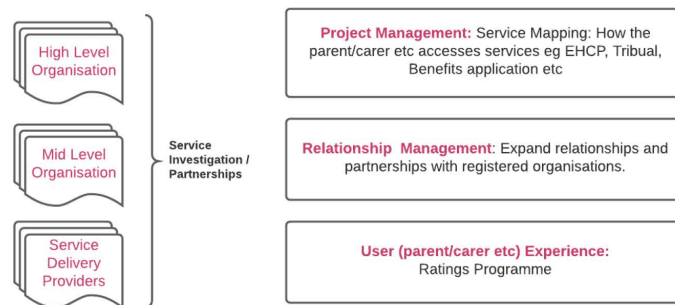


Stage 2 - Initial Directory Implementation and Launch of Core Service



Programme Launch step 1: 'Who'? Who are the organisations providing support and services.

Stage 3 - Directory: Further Development



Programme expansion step 2: 'How'? How do you access the service? What are the steps? Forms? Evidence requirements? Costs? etc

SEND unlocked Future Project Expansion



- **Speed of Delivery is dependent upon fundraising:** Initial fundraising goal will allow us to launch Stage 2 within 12 - 18 months.
- In our first year Send unlocked have budgeted to raise £285,000 which takes into account running costs (incl Staff), IT development and building required reserves.
- Systems and content will be designed to the user (Simple design and language is vital – translating Govt and Corporate 'speak').
- **SEND** unlocked is not a campaigning organisation. We will use fact, not opinion, to provide current, practical and relevant information to support our beneficiaries.
- **Salesforce.org** is a fully customisable customer relationship management solution that brings charities, donors and beneficiaries together. It is powerful technology which provides solutions tailored to maximize social impact by helping nonprofits operate efficiently, raise funds, and deliver effective programmes.

SEND
unlocked

Fundraising Report

Starting a Charity in during a pandemic may not seem the obvious thing to do. Almost half of UK charities are reporting a projected loss to their voluntary income and around 80% of small charities have had to alter or drop services. In one way, this works in our favour. We are starting our work in a climate that has led to extensive change for others. Our fundraising is being designed from day one, to be flexible to unprecedented circumstances and we're having to think outside the box from the beginning.

The pandemic dictated how we used the funds we received. With our family first approach, Polly our CEO devoted her time to building the foundations required for the SU Directory, programme delivery had to remain her priority. Therefore, the Trustees have taken the lead on our fundraising. We also had to take into account, without our programme delivery up and running, our ability to *show* people what we are aiming to achieve to support families has been difficult.

In spite of everything, we had some success with Trust and Foundations, some generous gifts in kind and our supporters have been generous with their donations. We can celebrate our performance as we did enough to support our minimal staff and our programme delivery build.

As we look to the future it is vital that we are bold with our fundraising strategy, that we explore multiple income streams and we are excited to see what we are able to achieve in year two, once we have completed the launch

of the SEND Directory and the implementation of our marketing strategy.

As a charity we cannot exist without the generosity afforded us by our donors and grant funders, who can be assured that, not only is SEND unlocked being built on solid foundations, but also be confident that their support will be improving the lives of those with Special Educational Needs and Disabilities across the country.

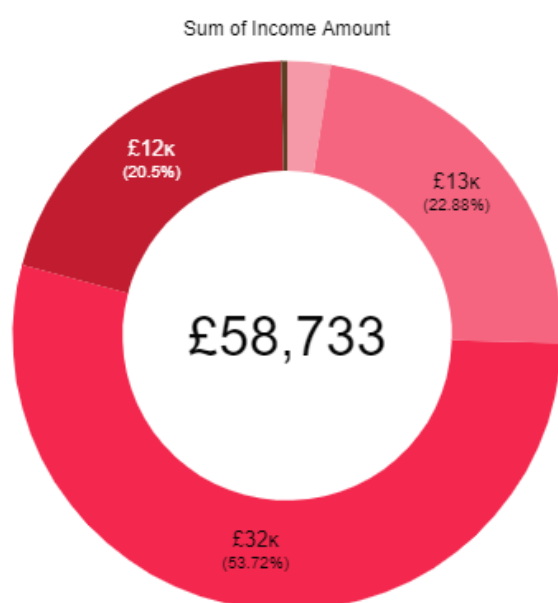
On behalf of the entire SEND unlocked team, thank you for the support you have provided so far. I would like to invite you to continue to follow our work and be a part of the next exciting steps in our pathway through the SEND maze.



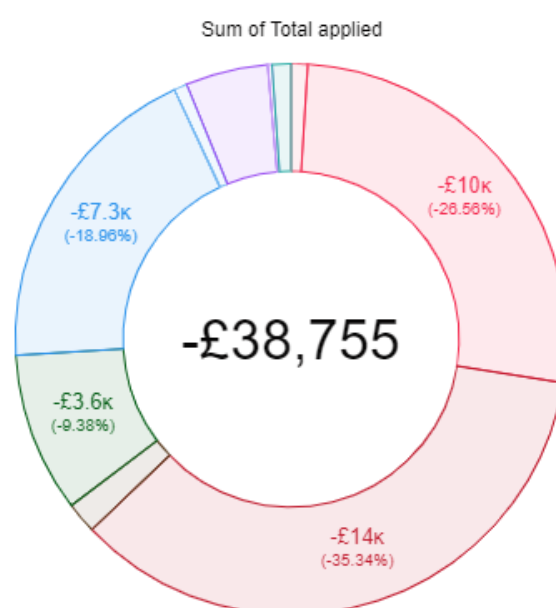
Malcolm Jones
Trustee



How we raised and spent your money



- Matching Gift
- In-Kind Gift
- Grant
- Donation
- Corporate & HNW



- DI01 Programme Delivery - Research: Informati...
- DI02 Programme Delivery - General Support/Pr...
- DI03 Programme Delivery - IT Development
- DI04 Programme Delivery - IT Licencing
- DI06 Programme Delivery - Data Security
- SU02 Central Office
- SU03 Fundraising Department
- SU04 Finance Department
- SU05 IT Department
- SU06 Marketing Department

Case Study

Matilda was diagnosed with a severe metabolic disorder when she was four months old. This resulted in her having profound neurological and physical disabilities with epilepsy. As a consequence, Matilda was completely reliant on us as her parents and her sister Maisie to manage her day to day living, feeding, dressing, cleaning etc. As time progressed the complications became harder to manage from home and although Matilda attended a SEN school, they were not able to provide the specialist care she required approaching her teen years.

It became obvious that Matilda needed a residential setting where they were able to provide educational stimulation and meet all her physical needs. There was a total lack of available information or suggestions as to how we could start this process.

Eventually we sought legal advice and they started to investigate Matilda's EHCP (Educational and Health Care Plan) the document which is supposed to be a passport for any child with SEND to the support they need. In their legal opinion her EHCP was deemed "not fit for purpose". Though we had been included in all annual reviews, the documentation had worsened year on year. This was aided by our ignorance with regard to what should legally be contained within this document in order to have enabled Matilda to gain the necessary help she needed.

We eventually ended up in a Tribunal with our local authority. An emotionally and financially draining process which took approximately 18 months and ended when the local authority dropped the case the day before we were due in court.

The impact on our family, was one of exhaustion, stress and a realisation of the enormous bureaucracy families are put through in order to get what their children are entitled to.

We realise how lucky we are as a family that we had this outcome. However, it also harshly brought into focus that very few parents would be in a position to go through this process, or have the knowledge needed to negotiate these proceedings on behalf of their children.

Local Authority processes are incredibly complicated, and the tribunal process was even worse. Without adequate, information, advice, guidance and correctly completed documentation, children and their families are going to continue to slip through the net, struggling on without any help and support.



Trustees Annual Report

Period Ending 31 October 2021

SEND unlocked (SEND UNLOCKED) is a Charity which operates as a Charitable Incorporated Organisation, registered on 9 November 2020, Charity Commission Registration number: 1192229 and is governed by its Constitution.

COVID-19 Impact

The dynamics of the pandemic has clearly tested the Charity Sector during 2020 and 2021. SEND unlocked (SEND UNLOCKED) decided as the pandemic hit, that delay of start up due to the pandemic was not an option as families were suffering more due to the impact on services and it was necessary to move ahead to become part of the solution.

The decision to set up offices has been delayed indefinitely as an unnecessary cost, and staff supported safe working from home, using our cloud based IT services, with Teams, Zoom and Skype to manage communication.

Whilst the Charitable programmes have been in development, and staff were able to easily work from home, the pandemic did impact the ability to raise income through fundraising events which could not be considered during 20/21 so the reliance has been on grant funding, In Kind Gifts and individual donors.

It was evident by year end (October 31st) that the Covid-19 pandemic is going to continue and the Trustees will be putting in place a Strategic Review with the Executive Team in our second year. Recognising the risks within the forward environment, a robust 3 year plan will be created with three key initiatives:

- ◆ Establish a flexible and agile fundraising approach
- ◆ Develop a Marketing strategy to create innovative fundraising approaches
- ◆ Build a national footprint through a volunteer programme and parent/carer advisory board

The Trustees continue to monitor the risks from Covid-19 but, through the hard-work and agility of the team, are delighted that the Charity has navigated this pandemic to date in a controlled manner.

Financial Review

Overview

In 2020, the Charity reports a surplus, to move into our second year. Unrestricted fund income totalled £59,798 during 2020/21, unrestricted expenditure totalled £38,590.

Our ability to run fundraising events, like other Charities, were impacted through 2020/21 and income was limited to generous grants and individual donations.

We also received an exceptional gift in kind from our developer of his time, which has given our Programme Delivery build an immense boost.

The income for the Charity, after all expenses, results in a net surplus of £21,208. In achieving this result the Charity acknowledges the support received from its partners and key funders, especially the Stephen Gordon Catto Charitable Trust, The De Laszlo Foundation and Aung Htet.

Going Concern

Raising income through community fundraising and events will continue to be a significant challenge through 21/22 due to Covid-19 and therefore SEND unlocked will continue to adopt careful financial management whilst we launch our service to our beneficiaries.

Given the uncertainty within the Covid-19 environment, and without the benefit of historic accounts, the Board has taken an aspirational view of income generation in the 12-month outlook which would allow us growth of our programme delivery at a median level. Due to our modular approach to programme delivery, we can be agile and flexible with our work and can slow our progress or speed it up dependent upon income without negative impact on our ability to continue our service.

The Board of Trustees has considered the ability of the Charity to continue as a going concern. They have reviewed budgets, management accounts and cash flow forecasts for 2021/22, and have concluded that the Charity will have adequate resources to continue operations for the foreseeable future.

Accordingly, the Board believe that going concern basis remains the appropriate basis on which to prepare the financial statements.

Reserves Policy

The Charity's target policy on reserves is to hold 6-months operational costs and 3 months administrative expenditure in the event of a wind down situation. As a new organisation, still growing, this is estimated at £50k for 21/22. At 31 October 2021 free reserves amounted to £21,208.

Considering challenging conditions in 20/21, it is evident that demand across the SEND sector has never been higher; that raising income to deliver our programme to support families to access these services through normal fundraising events will continue to be a challenge in 2021/22 and therefore we will continue to need support from both existing and new funders to navigate this.

Fundraising

SEND unlocked complies with the Fundraising Regulators standards and has committed to treat all donors in a legal, open, honest and respectful way. Vulnerable people are protected by ensuring the adherence to these standards. No agencies were employed in 2020/21 to raise funds from the public. There were no formal complaints relating to fundraising in 2020. The General Data Protection Regulations were successfully implemented.

SEND unlocked currently generates funds from two core streams: Voluntary Income and Trusts & Foundations. Furthermore, the Charity recognises that to create a sustainable entity which operates in the best long-term interests of their beneficiaries, a strategic aim must be to strike a balance between each of the income streams such that they do not become overly reliant upon any one source of funds.

Voluntary income: This source of funding is where an individual, groups of individuals or an organisation has made a conscious decision to donate, sponsor or participate in raising funds to support the Charity. Voluntary income encompasses income generated from corporate UK, major donors, schools and community fundraising.

Trusts and Foundations: This relates to income generated from grant giving Trusts & Foundations whose aim, via their own criteria and objectives, support those who sit within SEND UNLOCKED's objects. Funding may be restricted for a specific purpose; or, it can also be unrestricted and utilised as the Charity sees fit at any given time. The Charity regularly applies for funds from Trusts & Foundations, who focus on Special Educational Needs and Disabilities, as well as those who focus on wider aspects of society.

The approach to fundraising is one of agility and relationship management, recognising the difficult economic environment following the pandemic and that multi-year funding provides a greater degree of income certainty to ensure the continued delivery of our programmes. We seek to develop long-term relationships with both corporate partners as well as via grant giving trusts and major donors.

Fundraising has been lead by the Board of Trustees in our first year, to ensure the focus of the CEO could be on the creation of our delivery programmes.

Future Plans

During our first year, the focus of the Charity has been the build of the SEND Directory, the platform at the centre of the charities delivery programme. This is a sector where people feel always pushed to the 'bottom of the pile' and it was vital to SEND unlocked that our innovative IT platform, was using only the best technology to ensure excellent delivery of service.

In our second year we will be continuing with this work, completing the build, moving on to testing and then the launch of the SEND Directory.

This launch will incorporate implementation of the Marketing Strategy which is key to:

- ◆ raising awareness of the SEND Directory
- ◆ supporting growth of organisation registrations with the Directory
- ◆ supporting delivery and growth of the programme to it's beneficiaries and giving them a voice
- ◆ supporting awareness of the Charity and fundraising

We will be expanding information gathering on identification of need across the sector using tools such as the 'In the Maze' case study map on the SEND Directory to support beneficiaries to make their case.

We will be looking to expand our team to enable us to move onto the next phase of the delivery programmes. Our next project under consideration is our Schools Project – timing will be dependent upon income.

Leadership & Purpose

We have a small, engaged Board of Trustees with a diverse range of skills, which we are looking to expand in our second year. Specific areas of expertise and experience we will be looking to expand upon are Marketing, IT, Finance, Politics as well as sector specific knowledge within Education, Health and Social Care.

The Board are supported by an effective Executive Team. The Board membership is detailed on page 17. The Board periodically reviews the organisation's charitable purpose and the Board together with the executive are responsible for the development and delivery of the Strategy.

Our Vision, Mission and Values

Our charitable purpose is clearly communicated in our articles of association and throughout our internal and external communications to staff, beneficiaries and supporters.

The Objects of the Charity are:

FOR THE PUBLIC BENEFIT TO RELIEVE THE NEEDS OF THOSE WITH SPECIAL EDUCATIONAL NEEDS AND DISABILITIES, THEIR CARERS AND FAMILIES, TO ASSIST THEM IN ACCESSING THE SUPPORT THEY NEED WHETHER THAT IS FOR EDUCATION, SOCIAL CARE, MENTAL AND PHYSICAL HEALTHCARE OR ANY OTHER SUPPORT SERVICES AND TO COLLECT RESEARCH ON THE SECTOR TO PROMOTE TRANSPARENCY AND IMPROVEMENT OF SERVICE DELIVERY, BY ANY MEANS AS THE TRUSTEES DETERMINE.

Our Vision

An effective and simple structure of *SEND support across education, health and social care, which is accessible to all who need it.

Our Mission

1. To improve access to SEND support by providing the necessary information and tools to support families, carers and individuals with SEND to identify what is available to them and assist them in navigating complex application processes on their own.
2. To empower families, carers and individuals with SEND to take back control of their lives.
3. To promote physical and mental health as a priority for families dealing with these challenges which often also have financial and emotional implications.
4. To affect change by working with schools, local authorities and government to create more effective service delivery and improve laws, by improving knowledge, accountability, transparency and understanding of process and providing a platform for families to be included in the conversation.
5. To promote the idea that effective support to people with SEND is beneficial to all. That the social inclusion of individuals with SEND, in particular but without limitation of the UK, who are excluded from society or parts of society as a result of their SEND need, is necessary for society to flourish.

Our Values

The values of our organisation are:

Support first: People are working harder and longer in today's world just to get by, when other needs are identified this can add financial, emotional and time difficulties to already busy lives, increasing stress and affecting physical and mental health. Our key aim is to ensure the individual and their family come first in everything we do. To support streamlining and simplification of access to services which ensures those who need help receive it.

Collaboration: We believe effective and collaborative working across the sector is the most effective way to affect change, this includes working with families, schools, local authority, government, charities and businesses.

Honesty, integrity, transparency & accountability:

We aim to improve access to process and delivery of service for both users and service delivery providers by offering honest and transparent information to all parties.

Creativity and Innovation: We believe the implementation of innovative and creative solutions is necessary to the improvement of service delivery. The world has changed, and systems and processes need to change with it.

Knowledge: We believe knowledge is power. Families require knowledge to access support, organisations require knowledge to improve services.

These values are incorporated in our strategy, management approach, day to day working and staff engagement throughout SEND UNLOCKED.

Governance

SEND unlocked Trustees and management are committed to conducting business in an ethical, fair, and transparent manner in line with the Charity Governance Code. We have a governance framework in place and are committed to fostering a culture of compliance that values integrity, accountability, and continuous improvement.

Safeguarding

Creating a safe and welcoming environment, where everyone is respected and valued, is at the heart of safeguarding. SEND UNLOCKED believes that everyone we come into contact with, regardless of age, gender identity, disability, sexual orientation or ethnic origin has the right to be protected from all forms of harm, abuse, neglect and exploitation. All staff and workers who come into direct contact with vulnerable adults must undertake training on the subject of safeguarding.

Conflicts of interest

The Board has adopted procedures for the identification, authorisation (where appropriate) and monitoring of situations which may give rise to a conflict of interest. Existing situations are recorded in a Conflict of Interests register, reviewed by the CEO at least annually.

Decision-Making, Risk and Control

Decision-making and control - Day-to-day management and the implementation of strategies agreed by the Board are delegated to the CEO. A formal delegation of authority is in place that sets out the powers that are reserved to the Board and those that are delegated to the CEO.

The annually approved budget details the funding requirement of our programme and this is reviewed quarterly at Board meetings. The

trustees review the activities and the support given to families.

Policies

The Board and management have established controls and policies that are designed to safeguard the Charity's interests and the integrity of its reporting. These include accounting, financial reporting, safety and sustainability and other internal control policies and procedures which are directed at monitoring whether the company complies with regulatory requirements.

Risk Management

The Board of Trustees accept that in managing the Charity and delivering its services there is an inherent level of risk. To manage the risk, the Trustees have established procedures and a system of review to ensure that the level of risk is acceptable and that the controls are working. The day-to-day management of the Charity's risk management process lies with the executive team who are responsible for implementing risk management policies. Additionally, they identify and evaluate any significant risks which the Charity may face and make recommendations to the Board. The risks are reviewed by the Board at each meeting and actions initiated to mitigate the risk.

The Board considers the following to be the main risks for SEND unlocked, and consider the following actions mitigate the risks.

1. **Failure to achieve funding levels required.** The Charity is focused on building reserves over the short to medium term to ensure that its programme can operate for a minimum of six months.
2. **Vulnerability of SEND UNLOCKED families.** The Charity acknowledges that a number of its beneficiaries are highly vulnerable and are at risk on occasions to themselves and others. SEND unlocked do not currently offer any face to face or 121 services so will not have access to any information to identify this. However, to ensure safe access to our online programme, the SEND Directory, we have detailed conduct rules, procedures and practices to ensure beneficiaries are able to access our services safely, and be aware of emergency services where they can access support.

3. **Reputational risk from adverse publicity.**
SEND UNLOCKED aims to have a strong media profile, and the Trustees are aware of the impact of negative news surrounding the Charity.

Board Effectiveness

Through our registration and first year the Board had a scheduled meeting once a quarter with the executive team to oversee the operations of the Charity and additional ad hoc meetings as required. Trustees receive comprehensive papers in advance of the Board meetings. Directors also receive regular updates in relation to key issues facing the Charity from time to time when a Board meeting is not scheduled.

SEND UNLOCKED is committed to ensuring that the composition of the Board continues to comprise Trustees who, through occupation, employment or otherwise have special knowledge of the area of benefit, or who are otherwise able by virtue of their personal or professional qualifications or experience, to make a contribution to the pursuit of the objects of the charity.

The Trustee appointment process, pre-requisites and maximum term is detailed the Constitution. All Trustees undergo a focused induction process on both the Charity's Activities and their legal role and responsibilities as a Trustee.

All new trustees are provided with:

- ◆ The Memorandum and Articles of Association.
- ◆ The Latest financial statements of the charity
- ◆ Details of the Charity Commission guidance notes The Essential Trustee 'What you need to know, what you need to do.'

As of Start Up Registration in 2020, the Board membership was as follows:

Matthew Moxon (Co-Founder and Chairman of the Board)

Matthew started life managing and eventually owning restaurants both in London and Sydney where he moved with his family in 2004. The strains of having a child with SEND saw him return to England where he worked for a Television production company before moving to Norfolk and getting in to the wine trade. He now runs his own Wine Merchants, The Norfolk Wine Wallah.

Malcolm Jones (Trustee)

Malcolm spent much of his life working in property management, housing and hospitality. Combining his years of knowledge and experience, Malcolm started his own business and for 15 years was Managing Director of The Jones Partnership Accountants and Business Advisors, advising and supporting Business Start-Ups.

Serena Jamieson (Trustee)

Serena is an experienced primary school teacher with over 35 years experience and specialises in teaching and assessing children with learning difficulties. She has taught in state and independent schools in London and Norfolk and was Deputy Head of Thomas's London Day School, Clapham. She is a member of the British Dyslexia Association

Since 1st November 2020 there have been no changes to the Board.

Equality, diversity and inclusion

We are an equal opportunities employer. Equal opportunity is about good employment practices which treat everyone fairly and equally and this means we are committed to ensuring that all employees, potential employees and workers are treated no less favourably, and not unlawfully discriminated against, on the grounds of possessing a protected characteristic.

We aim to ensure that all employment decisions are taken without reference to irrelevant or discriminatory criteria, and we shall, at all times, strive to work within legislative requirements of the Equality Act 2010. No requirement or condition will be imposed upon individuals, which could disadvantage them, purely upon the grounds of protected characteristics.

Openness and accountability

The Board places great emphasis on communication and engagement with the Charity's stakeholders and is committed to providing transparent two-way communications.

These include:

- ◆ the Charity's website
- ◆ the Charity's Annual Report, which is available on the Charity's website.
- ◆ the Charity's quarterly newsletter to be introduced in our second year
- ◆ an open and transparent process for tracking and handling complaints.

The Board sets the salary of the Chief Executive. The Chief Executive has taken a minimum salary to support the start up of the charity in its first few years. In the future the Board will ensure levels of remuneration are similar to other charities operating in the same area and with revenues that are comparable to SEND unlocked.

Public benefit

The Trustees confirm that in planning their activities for the year, they have taken due regard to the guidance published by the Charity Commission on public benefit and there is clear benefit reflected in the programmes run by the Charity.

Statement of Trustees Responsibilities

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in the Charities SORP;
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.
- ◆ The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the

financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

True and Fair Override

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent Examiner

M Proctor FCA DChA of Lovewell Blake LLP was appointed as independent examiner during the year and a resolution to reappoint him will be proposed in the ensuing year.

The Trustees' Report was approved by the Board and signed on their behalf by:



Matthew Moxon

Chairman of the Board of Trustees
Date: 8th February 2021

Trustee Annual Report cont.

Period Ending 31 October 2021

The trustees present their report and the unaudited financial statements of the charity for the period ended 31 October 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Reference and Administrative Details

Registered charity name SEND unlocked

Charity registration number 1192229

Principal office 26 Albert Street
Holt
Norfolk
NR25 6HY

The trustees

The trustees who served during the period and at the date of approval were as follows:

Mr M Moxon (Chair)
Mrs S Jamieson
Mr M Jones

Independent examiner

Mark Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers

Barclays Bank PLC
Barclays Banking
Leicester
LE87 2BB

Independent Examiner's Report

Period Ending 31 October 2021

SEND Unlocked

Independent examiner's report to the trustees of SEND Unlocked

Period ended 31 October 2021

I report to the charity trustees on my examination of the financial statements of the charity for the period ended 31 October 2021 which comprise the statement of financial activities, statement of financial position and the related notes.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's financial statements carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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 accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) in accordance with 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) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.



Mark Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

14/02/2022

SEND Unlocked**Statement of financial activities****Period ended 31 October 2021**

		2021	
	Note	Unrestricted funds £	Total funds £
Income and endowments			
Donations and legacies	4	59,798	59,798
Total income		<u>59,798</u>	<u>59,798</u>
Expenditure			
Charitable activities	5	38,590	38,590
Total expenditure		<u>38,590</u>	<u>38,590</u>
Net income and net movement in funds		<u>21,208</u>	<u>21,208</u>
Reconciliation of funds			
Total funds brought forward		—	—
Total funds carried forward		<u>21,208</u>	<u>21,208</u>

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

The notes on pages 23 to 26 form part of these financial statements.

SEND Unlocked**Statement of financial position****31 October 2021**

	Note	£	2021 £
Current assets			
Debtors	9	4,839	
Cash at bank and in hand		19,938	
		24,777	
Creditors: Amounts falling due within one year	10	(3,569)	
Net current assets			21,208
Total assets less current liabilities			21,208
Net assets			21,208
Funds of the charity			
Unrestricted funds			21,208
Total charity funds	11		21,208

These financial statements were approved by the board of trustees and authorised for issue on 11. 2. 2022 and are signed on behalf of the board by:



Mr M Moxon (Chair)
Trustee

The notes on pages 23 to 26 form part of these financial statements.

SEND Unlocked

Notes to the financial statements

Period ended 31 October 2021

1. General information

The charity is a public benefit entity and a registered charity in England and Wales and is unincorporated. The address of the principal office is 26 Albert Street, Holt, Norfolk, NR25 6HY.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

The financial statements cover the period 9 November 2020 to 31 October 2021.

Going concern

The Board of Trustees has considered the ability of the Charity to continue as a going concern. They have reviewed budgets, management accounts and cash flow forecasts for 2021/22, and have concluded that the Charity will have adequate resources to continue operations for the foreseeable future.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

SEND Unlocked

Notes to the financial statements *(continued)*

Period ended 31 October 2021

3. Accounting policies *(continued)*

Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income received by way of donations, legacies, grants and gifts is included in full in the Statement of Financial Activities when receivable.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

SEND Unlocked

Notes to the financial statements *(continued)*

Period ended 31 October 2021

4. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £
Donations		
Donations	12,243	12,243
Donated services	13,440	13,440
Gift aid	1,065	1,065
Gifts		
Gifts	1,500	1,500
Grants		
Grants	31,550	31,550
	<u>59,798</u>	<u>59,798</u>

5. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2021 £
Wages and salaries	20,832	20,832
Computer costs	1,180	1,180
Telephone and broadband	1,047	1,047
Payroll charges	530	530
Travel and subsistence	191	191
Advertising and promotion	10	10
Printing, postage and stationery	467	467
Consultancy fees	13,440	13,440
PayPal charges	44	44
Sundry expenses	9	9
Governance costs	840	840
	<u>38,590</u>	<u>38,590</u>

Analysis of governance costs

	Unrestricted Funds £	Total Funds 2021 £
Independent examination	<u>840</u>	<u>840</u>

6. Independent examination fees

	2021 £
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>840</u>

7. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021 £
Wages and salaries	<u>20,832</u>

SEND Unlocked

Notes to the financial statements *(continued)*

Period ended 31 October 2021

7. Staff costs *(continued)*

The average head count of employees during the period was 1.

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

8. Trustee remuneration and expenses

No trustee has received remuneration or expenses during the period.

9. Debtors

	2021 £
Prepayments and accrued income	4,839

10. Creditors: Amounts falling due within one year

	2021 £
Accruals and deferred income	900
Social security and other taxes	2,669
	<u>3,569</u>

11. Analysis of charitable funds

Unrestricted funds

	At 9 November 2020 £	Income £	Expenditure £	Transfers £	At 31 October 2021 £
General Funds	—	<u>59,798</u>	<u>(38,590)</u>	<u>—</u>	<u>21,208</u>

12. Analysis of net assets between funds

	Unrestricted Funds £	Total Funds 2021 £
Current assets	24,777	24,777
Creditors less than 1 year	<u>(3,569)</u>	<u>(3,569)</u>
Net assets	<u>21,208</u>	<u>21,208</u>

13. Related parties

There were no related party transactions during the period.

Thank you

SEND unlocked would like to thank every donor, supporter, volunteer, company and Trust or Foundation that supported our Charity in 2021.

We appreciate every one of you.

Although we are not able to thank everyone individually, we would like to give special thanks to the following organisations for their generous support.

Stephen Gordon Catto Charitable Trust

The De Laszlo Foundation

The Cranfield Trust

Aung Htet

Bonce PR

Elsing Hall Revenue Fund

The Worshipful Company of Drapers

The Worshipful Company of Mercers



Follow us



SENDUNLOCKED



@sendunlocked



sendunlocked



SEND unlocked

Contact us



07799 846 834



info@sendunlocked.org



www.sendunlocked.org



26 Albert Street, Holt, Norfolk. NR25 6HY

SEND 
unlocked

SEND unlocked is registered as a charity in England and Wales.
UK Charity Commission Registration no: **1192229**