



Special Needs And Parents

ANNUAL REPORT
and
ACCOUNTS

for the year ended
31st December 2016

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



SPECIAL NEEDS AND PARENTS

SNAP (Special Needs And Parents) is an Essex charity for families with children and young people who have any special need and disability.

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

SNAP Values

Supporting, Welcoming, Encouraging & Empathetic

Non-judgemental, Understanding, Caring & Compassionate

Always Consistent, Reliable & Dependable

Professional, Knowledgeable, Trustworthy & Respectful

About Us

Website: www.snapcharity.org

Email: info@snapcharity.org

Telephone: 01277 211300

Fundraising

Email: fundraising@snapcharity.org

Fundraising Tel: 01277 245345

SNAP (Special Needs And Parents)

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



Special Needs And Parents

**REPORT OF THE TRUSTEES FOR THE PERIOD ENDED
31st DECEMBER 2016**

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Report of the Trustees for the year ending 31st December 2016

The trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2016 which are also prepared to meet the requirements for a director's report and accounts for Companies Act purposes.

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

Chairman's Review

Another year has sped past at SNAP and as always at SNAP it has been an incredibly busy year; supporting an ever increasing number of Essex families with children and young people with special needs or disabilities who benefit from the wide range of services and activities that SNAP offers. Balanced with providing these services for families has been the vital process of fundraising to safeguard the future and sustainability of SNAP.

SNAP's success could only be achieved with the hard work of our dedicated and amazing team of trustees, staff, volunteers, supporters, fundraisers and donors all of whom are integral to SNAP's future and to whom we are extremely grateful for their immense generosity be that in time commitment or financial contributions.

The Trustee board have invested time this year in reviewing the Charity's Governance practices, making sure they are robust and "fit for purpose" and confirming we are able to continue from a position of strength into the future, ensuring our families can be appropriately supported in years to come.

We are delighted to welcome Stephen Wall who joined as our Treasurer and Mandy Carr as Trustee in September 2016. They both bring a wealth of experience to the Trustee board and enhance the Trustee board's breadth of knowledge and expertise.

I have been Chairman of SNAP for 5 years, a period that has gone very quickly. As part of the Trustee succession planning process I will step down at the 2017 AGM. I am however very pleased to announce that Michael O'Connell has agreed to step into the vacancy. Michael has been a Trustee of SNAP since the Limited company was incorporated in 1996 so has an enormous amount of affinity and empathy with SNAP. I am also delighted that Mandy Carr has agreed to become Vice Chairman at the 2017 AGM offering vital support to the Chairman and structure to the board of trustees. I will be retaining my involvement with SNAP continuing as a Trustee and volunteering on a regular basis.

It is with sadness that two long standing trustees, Ann Pepper and Maggie Kiel, are to step down at the AGM which creates opportunities for new trustees to step forward. The whole Trustee board would like to give their heartfelt thanks to both Ann and Maggie who have contributed a huge amount of experience and wise counsel to the board over their many years as trustees. They are both to retain their close association with SNAP by continuing with their volunteering roles, for which we are extremely grateful.

2017 is a year of change for SNAP with the retirement at the end of June of our founder Hilary Needham but we are delighted that she is to remain firmly embedded in the SNAP family in her new role as Honorary Life President. We cannot even begin to thank Hilary for her immense contribution to SNAP over the past 23 years, and wish her and her family a very happy and long retirement.

The trustees are looking forward to continuing to work with the management team, Christina Stubbs and Karen Boath, along with all of our dedicated staff and volunteers as we take SNAP forward in a challenging environment.

I would like to say a special thank you to all of the fantastic SNAP “family” for their help, guidance and support to me personally over the past 5 years as Chairman. I have thoroughly enjoyed being involved and look forward to continuing being part of the SNAP journey in the future.

Suzanne Davies
Chairman

Objectives and Activities

The purpose of the charity is to support, inform and encourage parents with children and young people who have special needs and disabilities, allowing them to grow in strength and knowledge so they are better equipped to provide the best possible help to their children.

The charity’s vision is to provide a safe environment offering a wide range of support and specialist services with the aim to increase resilience and empowerment within our families. The trustees consider how planned activities will contribute to the aims and objectives they have set.

In shaping our objectives for the year and in planning our activities, the trustees have also referred to the Charity Commission’s general guidance on public benefit. The charity relies on grants, donations and income from fees to cover its operating costs. Our fee structure reflects that affordability and access to our services is extremely important to us and our families.

We constantly monitor the performance of the charity and ensure our work remains focussed on our stated aims and objectives. This Annual Report gives a detailed account of the charity’s services, its achievements and performance throughout 2016 and how it has benefited the people it was set up to help. We continuously and systematically seek feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high quality services.

The strategies employed to achieve our objectives are:

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

Services and Support

Parents and Carers

Information, advice and support is provided by way of:

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



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

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

The **Information Network** updates parents by email with information and opportunities relevant to their specific circumstances on a regular basis.

Counselling is provided by trained counsellors and offered to families who benefit from this service.

Parent Training includes specialist talks; workshops and focus events with opportunities to meet representatives from other organisations.

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



Children and Young People

A wide range of term-time and holiday activities and also family counselling sessions are provided.



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

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



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

Holiday Sessions are opportunities to meet up with other families during the school holidays. In addition to play activities the sessions include tactile and creative fun with art and messy play; activities in the multi-sensory room; a music area to explore sound and rhythm and a range of programmes in the specialist IT Suite. Parents/carers can relax together, use the library or speak to a parent adviser.



Siblings

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

Volunteers

The Charity is an integral part of the community and relies on voluntary help. SNAP has nearly 140 committed volunteers working on a regular basis. More than 250 voluntary hours are worked each week. Without such a dedicated and skilled team of volunteers SNAP could not offer the wide range of support and services essential for its families.

Volunteer roles include supporting parents and children in individual sessions and at group activities, identifying and cataloguing material for the specialist library and helping with office duties. In addition many volunteers take part in our fundraising activities.

Achievements and Performance

In 2016 the trustees, management team, staff and volunteers continued to develop and enhance the range of services offered to children, young people and their parents. The need for SNAP services is long term; developments always consider future demand.

The objectives of the Fundraising Plan approved by the trustees, have been met in 2016. During the year we continued to broaden our fundraising base including increasing the number of trusts approached and thus far this is proving to be successful.

Fresh and innovative fundraising activity is increasingly important as the economic climate has meant greatly reduced grant funding whilst the number of families seeking support continues to increase. Despite the challenges SNAP was able to deliver all the planned services in 2016.

Achievements and Aspirations

2016	2017
<ul style="list-style-type: none">✓ A comprehensive review of parent services confirmed they are relevant, appropriate and engaging for families and continue to be extremely popular.✓ Continuous development of the effective use of resources, particularly staffing, to ensure that SNAP continues to meet the needs of the increasing number of new families.✓ Presentation of outcomes and impacts was further developed and has been favourably received by funders.✓ The number of volunteers supporting services and events continued to increase. The development of the skills, independence and enthusiasm of current and new volunteers will help ensure SNAP's sustainability.✓ Partnership working has flourished and many events and regular support services were provided jointly with a range of local organisations. SNAP is part of various Special Educational Needs and Disabilities working groups with Essex County Council.✓ The fundraising base was broadened to sustain and develop sources of income.	<ul style="list-style-type: none">• Reappraise the services delivered to children and young people to ensure they are relevant and engaging.• Promote effective user involvement in the development of services.• Ensure effectiveness of IT systems to most efficiently meet SNAP's aims and objectives.• Continue reviewing functionality of Website including the SNAP Directory.• Enhance the skills base of SNAP's trustees, staff and volunteers and ensure opportunities for development and plan for succession.• Work towards regulatory compliance ahead of the May 2018 introduction of the General Data Protection Regulation (GDPR).• Identify larger fundraising bodies to secure multi-year funding.• Enhance our new monitoring systems to clearly evidence the long-term impact for our families.• Registration with new Fundraising Regulator.

*“SNAP is a real lifeline. Not sure what I'd have done without them. Because they started with families who knew about disability / SEN their whole approach is to help and not judge which is what families really need - information, advice, support, understanding to navigate the complicated world of support (whether stated or not).
Carry on the GREAT work!!! I recommend them a lot!”*

Outcomes:

- Increased empowerment and resilience for parents, as a result of counselling, training, access to other providers and networking with other families.
- Improved parenting skills as a result of information, knowledge, encouragement and support given to parents.
- Improved confidence, communication, self-esteem, emotional resilience, mental health and well-being of parents, children/young people with special needs and siblings through participation in a variety of activities, courses and therapies.
- Improved understanding within families of the development of children/young people with special needs and the extra needs of siblings. This is achieved by means of joint counselling sessions, joint activity sessions and shared experiences.
- A more effective partnership approach and increased support for families from professional bodies, including statutory agencies and other voluntary sector organisations, as a result of workshops, specialist talks and focus events.
- Reduced feelings of isolation through the provision of information sources, counselling sessions, training sessions and interaction forging relationships with other families.

Impact is easy to see but hard to measure. Depending on the level of need and as the children and young people get older, the demand for and use of SNAP's support evolves. SNAP changes the lives of our families for the better, increasing resilience and independence. Some families achieve self-sufficiency but always with the knowledge that SNAP is there if circumstances change.

Our 2015 Comprehensive User Survey enabled us to gain the views and opinions of our families to help measure the impact of and to assist in the development and planning of future services. The reaction from families was very positive; key results include:

- 94% of families think that SNAP understands them extremely well
- 95% of families are satisfied or extremely satisfied with the quality of SNAP Children Services
- 94% of families are satisfied or extremely satisfied with the quality of SNAP Parent Services

Other examples of the impact include:

- Parent Carers feel more included and are able to make confident, informed choices to help their children
- Children and young people feel able to join outside clubs or groups to further their interests as a result of the confidence and self-esteem gained at SNAP
- Older children and young people return to SNAP to volunteer at the very activities from which they benefitted

“Thank you so much for looking after me yesterday. You and your team are so kind. You made me feel so comfortable and I can honestly say that I look forward to the future again.”

‘SNAP’ Shot - Number of Families with Children and Young People who have any Special Need and Disability Supported in 2016

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

1,886

Essex families

418

New families registered

2,443

Children and young people with special needs



3,955

Helpline Telephone Calls & Emails

631

Participants in training courses and talks



677

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



300

Sibling young carers supported



332

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



746

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

3,804

Information resources given to parents from our specialist library



519

Counselling sessions for parents and families

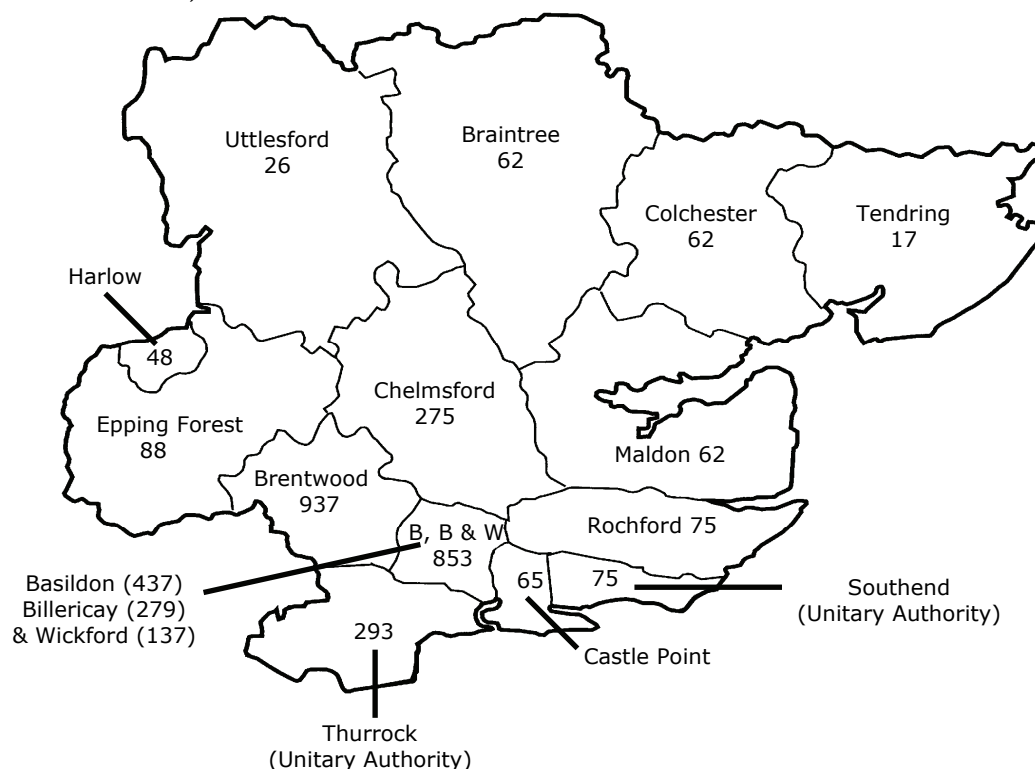
Profile of Children's Special Needs

Below is a statistical profile according to diagnosis of the 4,172 children with special needs registered with SNAP (of those 2,443 were supported in 2016). In total there are 7,016 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%	DIAGNOSIS	No.	%
Autistic spectrum disorder	2,251	32	Behavioural difficulties	168	2
ADD/ADHD	787	11	Physical disability	147	2
Speech & language difficulties	446	6	Sensory processing disorder	139	2
Developmental delay	336	5	Visual impairment	117	2
Dyslexia	325	5	Down syndrome	109	1
Dyspraxia	269	4	Anxiety disorder	85	1
Learning difficulties	252	4	Hearing impairment	73	1
Cerebral palsy	182	3	Rare conditions	71	1
Epilepsy	175	2	Other conditions	1,084	16

Area of Benefit

There were 3,312 Essex families registered with SNAP as at 31st December 2016 (of those 1,886 were actively supported during the year). The map shows the Essex County Council districts in which 2,938 of these families live:



In addition to the above 2,938 families, we also have 374 Essex families who live in the following towns: Barking 3; Dagenham 14; Hornchurch 76; Ilford 20; Rainham 26; Romford 179; Upminster 56.

Financial Review

The trustees are pleased to report that Lee Elsworth FCCA, ACA of Tiffin Green was appointed as independent examiner to the charity during the year and has expressed his willingness to continue to act.

SNAP is dependent on a wide range of funding sources including charitable trusts, statutory agencies and community fundraising. In the current economic climate it is difficult to predict the level of support we will receive however we have a robust 3 year Business Plan which includes a detailed Fundraising Plan. Budgets are reviewed against actual income at each Executive meeting to ensure the charity's long-term financial stability is sustainable.

There is continuing pressure on public funding for charities such as SNAP. At the same time we are receiving more and more referrals due to the diminishing services available from the NHS and Local Authority. The result is greater demand on SNAP's services and the inevitable cost implications.

The trustees are mindful that over the coming years computers, multi-sensory room items and other equipment will need to be replaced and funds will also have to be spent on the upkeep of the building.

The trustees are confident the reserves policy provides SNAP with adequate financial stability and the means for it to conduct its charitable activities for the foreseeable future.

Budget - The budget for 2017 is for expenditure of £560,700 including £38,000 of depreciation of our tangible assets. The income forecast for 2017 is £541,400.

Reserves - At 31st December 2016. SNAP's unrestricted reserves were £384,094 including a designated reserve of £50,000. See Notes to the Accounts - Reserves Policy on page 28.

Income 2016

Statutory Funding - Principal statutory funding sources for the year were NHS Clinical Commissioning Groups and Essex County Council. These accounted for 23% of our incoming resources and we are most grateful to them for their support.

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

OUR ENORMOUS THANKS TO ALL OUR SUPPORTERS

2016 saw continued delivery of, and improvement in, our 'in-house', fundraising events, with our Supporters Committee playing a major part in these. A big thank you to everyone who attended the events. We established more charity partnerships with local retailers and businesses who together with our many fundraising supporters in the local community

arranged and participated in a huge variety of activities; as a result another extremely busy and rewarding year ensued.

Activities included:

Sponsored Walks, Fun Runs, Half Marathons & Marathons
Golf Day • Sponsored Cycle Marathons & Fun Bike Rides • Golf Days
Firewalks • Abseiling • Nuclear Races • Mountaineering
Charity Balls • Coffee Mornings • Cake Sales
Bingo Night • Quiz Nights • Raffles • Hamper Draws • Donations from Talks
SNAP Christmas Card Sales

Many people involved in these initiatives are families who have received support from SNAP. We are enormously proud and grateful that the importance of our work is recognised and endorsed in this way. We send our heartfelt thanks to everyone for their hard work and continued efforts on our behalf.

Plans for Future Periods

SNAP intends and has detailed plans to continue to provide an environment where parents with children and young people who have special needs and disabilities, are enabled and empowered to give the best possible help to all their children. This is facilitated by providing services and activities for the whole family.

Our aspirations for 2017 are outlined on page 5 of the Trustees' Report. Continued provision is, as always subject to sufficient income from grants, donations and fundraising.

Our rolling 3 year Business Plan for the period 2017 to 2019 contains work plans for each area of the charities activities and operation. The Business Plan is reviewed at each Trustee meeting.

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 special needs particularly by the provision of information, encouragement and support to their parents and such other charitable activities as the Executive Committee in their absolute discretion shall decide".

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 271 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.

During 2016 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.

A skills audit of the Executive Committee is carried out regularly to ensure that a broad mix of skills is achieved. If particular skills are needed, individuals are approached to offer themselves for election and the opportunity to become a trustee can be advertised.

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 18 of the accounts.

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

Trustee Induction and Training

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

Prospective trustees are invited to attend an Executive Committee meeting to discuss the responsibilities of being a SNAP trustee. They visit the charity to see it in operation and meet the staff and volunteers and follow an induction programme. Trustee training is continually reviewed and information is provided of training courses available. The Executive Committee carries out a skills audit and regularly evaluates its performance.

Organisational Structure

The Board of Trustees, which can have up to 12 members, administers the charity. The Board normally meet 5 times a year and there are sub-committees covering Finance and Remuneration. A Senior Management Team is appointed by the trustees to manage the

day-to-day operations of the charity. To facilitate effective operations, the Senior Management Team has delegated authority, within terms of delegation approved by the trustees for operational matters including finance, employment and services for SNAP families.

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.

Pay Policy for Senior Staff

The Senior Management Team are the key management personnel of the charity and are in charge of directing and controlling, running and operating the charity on a day-to-day basis.

The pay of the senior staff is reviewed annually and normally increased in accordance with inflation.

Risk Management

The trustees have a risk management strategy which comprises:

- a review of the principal risks and uncertainties that the charity faces are undertaken at every Executive Meeting
- 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

This work has identified that financial sustainability is potentially a major financial risk for the charity. A key element in the management of financial risk is a regular review of available liquid funds to settle debts as they fall due to ensure sufficient working capital is held by the charity.

Attention has also been focussed on non-financial risks arising from fire, health and safety, safeguarding of children, young people and vulnerable adults. These risks are managed by having robust policies and procedures in place, and regular awareness training for staff and volunteers working in these operational areas.

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

Suzanne Davies (Chairman)	An accountant, previously she was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.
Stephen Wall (Treasurer) (Appointed Sept 2016)	A retired founder and Managing Director of a water management company which was primarily engaged by social housing landlords to maintain safe water systems.
Paula Hills	Paula started a music therapy charity for pre-school children with special needs in 1993 and is a founder of SNAP. Paula previously co-ordinated the Essex Forum. Paula's second child Oliver is multiply disabled.
Margaret Kiel	A personal and relationship counsellor with 18 years' experience at Relate.
Michael O'Connell	Retired solicitor and Notary Public.
Ann Pepper	Retired teacher and a governor of the local special needs school.
David Levell	Commercial manager for a European defence organisation with experience of information management solutions.
Julia Gray	A full time mum with two sons. Her eldest son, Archie, has special needs. Previously she worked in the City for several financial companies.
Michael Bishop	An accountant. His career was primarily in financial services until he retired he was Managing Director of a major investment management firm. He currently holds directorship posts in Investment and Property organisations.
Stewart McArthur (Appointed Jan 2016)	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.
Mandy Carr (Appointed Sept 2016)	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.

Staff

Senior Management Team: Hilary Needham, Christina Stubbs, Karen Boath

Family Support: Andrea Pereira, Pamela Kinsella, Liza Bowring,
Bernadette Garrard, Kate Aldridge, Alison Tama,
Mary Lamb, Laura Morgan, Paula Hollingworth,
Francis Lind, Michelle Andrews

Finance & Fundraising: Jos Hollington, Robert Dennis, Sally Hetherington,
Jill Ault

Accountants

Tiffin Green Limited, Chartered Accountants, 11 Queens Road, Brentwood, Essex CM14 4HE

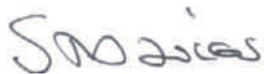
Solicitors

Wortley Byers, Cathedral Place, Brentwood, Essex CM14 4ES

Bankers

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

The Report of the Trustees on pages 1 to 14 was approved by the Trustees on 26th April 2017 signed on their behalf by:



Suzanne Davies - Chairman

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

I report on the financial statements of the company for the year ended 31st December 2016 as set out on pages 17 to 27.

This report is made solely to the charity's trustees, as a body, in accordance with Section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

The charity's trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of financial statements. The trustees consider that an audit is not required for this year under Section 144(2) of the Charities Act 2011 (the '2011 Act') and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales and the Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- i. examine the financial statements under section 145 of the 2011 Act;
- ii. to follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act); and
- iii. to state where particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- a. which gives me reasonable cause to believe that in any material respect the requirements:
 - i. to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - ii. to prepare financial statements which accord with the accounting records and to comply with the accounting requirements of the section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

- b. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.



Lee Elsworth ACA, FCCA
Institute of Chartered Accountants in England and Wales
Tiffin Green Limited
11 Queens Road
Brentwood
Essex
CM14 4HE

Date: 27th April 2017

Special Needs And Parents Limited - Company No.03805837
Statement of Financial Activities for the year ended 31st December 2016

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31st DECEMBER 2016

		2016	2016	2016	2015	2015	2015
		UNRESTRICTED	RESTRICTED	TOTAL	UNRESTRICTED	RESTRICTED	TOTAL
NOTE	FUND	FUND	FUND	FUNDS	FUND	FUND	FUNDS
	£	£	£	£	£	£	£
Income and endowments from:							
Donations and legacies	2	211,623		211,623	168,533	-	168,533
Charitable activities	4	44,885	186,370	231,255	30,594	204,927	235,521
Other trading activities	3	83,323		83,323	73,822	-	73,822
Investments	5	4,170		4,170	2,803	-	2,803
Total		344,001	186,370	530,371	275,752	204,927	480,679
Expenditure on:							
Raising funds	7	42,651		42,651	37,011	-	37,011
Charitable activities	6	266,956	214,254	481,210	239,896	232,249	472,145
Other	8	11,959		11,959	8,696	-	8,696
Total		321,566	214,254	535,820	285,603	232,249	517,852
Net income/expenditure		22,435	(27,884)	(5,449)	(9,851)	(27,322)	(37,173)
Transfers between funds		-	-	-	-	-	-
Net movement in funds		22,435	(27,884)	(5,449)	(9,851)	(27,322)	(37,173)
Reconciliation of funds							
Total funds brought forward		361,659	287,300	648,959	371,510	314,622	686,132
Total funds carried forward		384,094	259,416	643,510	361,659	287,300	648,959

The notes on pages 20 to 27 form part of these financial statements.

Special Needs And Parents Limited - Company No.03805837
Balance Sheet as at 31st December 2016

BALANCE SHEET

AS AT 31st DECEMBER 2016

	NOTES	2016		2015	
		£	£	£	£
Fixed assets:					
Tangible assets	12		272,909		305,727
Current assets:					
Debtors	13	4,114		8,199	
Cash at bank and in hand		389,514		349,222	
		393,628		357,421	
Current liabilities					
Creditors-amounts falling due within one year	14		23,027	14,189	
Net current assets			370,601		343,232
Total net assets			643,510		648,959
The funds of the charity:					
Restricted funds			259,416		287,300
Unrestricted funds					
Designated funds			50,000		50,000
General funds			334,094		311,659
Total funds	16		643,510		648,959

For the year ended 31st December 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

Approved by the trustee directors on

and signed on their behalf by:



.....
Suzanne Davies (Chairman)



.....
Stephen Wall (Treasurer)

COMPANY REGISTRATION NUMBER: 03805837

The notes on pages 20 to 27 form part of these financial statements.

Special Needs And Parents Limited - Company No.03805837
Statement of Cash Flows as at 31st December 2016

STATEMENT OF CASH FLOWS

		TOTAL FUNDS	PRIOR YEAR
	NOTE	2016	2015
		£	£
Net cash used in operating activities	19	<u>43,293</u>	<u>(7,485)</u>
 <i>Cash flows from investing activities:</i>			
Purchase of tangible fixed assets		<u>(3,001)</u>	<u>(18,688)</u>
Net cash expended on investing activities		<u>(3,001)</u>	<u>(18,688)</u>
Change in cash and cash equivalents in the year		40,292	(26,174)
Cash and cash equivalents brought forward		<u>349,222</u>	<u>375,396</u>
Cash and cash equivalents carried forward		<u><u>389,514</u></u>	<u><u>349,222</u></u>

The notes on pages 20 to 27 form part of these financial statements.

1: Accounting policies

a: Basis of preparation

The financial statements have been prepared under the historical cost convention and 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) (effective 1 January 2015) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

SNAP meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

The trustees consider that there are no material uncertainties about the company's ability to continue as a going concern.

b: Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparatives was required. No restatements were required.

c: Fund accounting

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been restricted for other purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

d: Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from local government and other grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and not deferred.

No amounts are included in the accounts for services donated by volunteers.

Grants and donations are only deferred where these are restricted and where they are for expenditure to be incurred in future accounting periods, and were received in advance.

e: Expenditure and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the cost of participating in fund-raising events and a proportion of rent and salary costs applicable to fund-raising.
- Expenditure on charitable activities includes the cost of providing children's activities, family counselling, parent training and any overheads attributable to such activities.

- Other expenditure represents those items not falling into any other heading.

Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which it relates and, in the case of tangible fixed assets, as part of the cost.

f: Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly relate to charitable activities. Support costs include administrative salaries, office rent, office supplies and professional fees. Such costs have been allocated between expenditure on charitable activities, cost of fund raising and other expenditure as set out in note 7.

g: Tangible fixed Assets and depreciation

Tangible fixed assets costing more than £200 are capitalised.

Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

New Premises Costs: All expenditure on the New Premises Project is treated as a tangible fixed asset. The cost will be written off over the remaining term of lease from the date the building and refurbishment works were completed in May 2007 (i.e 24 years). The restricted fund for the new premises will be reduced each year by the annual depreciation charge.

Computers and I.T. equipment - 25% per annum straight line.

Fixtures, fittings and equipment - 10% per annum straight line.

h: Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid net of any trade discounts due.

i: Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity of 12 months or less from the date of acquisition or opening of the deposit account.

j: Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount after allowing for any trade discounts due.

k: Pensions

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

l: Donations in Kind

Donations in kind are not included in the financial statements due to the difficulty in quantifying their value.

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

NOTES TO THE ACCOUNTS

2: INCOME FROM DONATIONS AND LEGACIES

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Grants and donations (general)	211,346		211,346	168,245
Membership fees	277	-	277	288
	211,623	-	211,623	168,533

For details of restricted funds refer to note 16

SNAP received an unrestricted donation of £50,000 from The McKenna Charitable Trust.

3: INCOME FROM OTHER TRADING ACTIVITIES

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Sale of Christmas cards	1,798	-	1,798	1,461
Sale of other merchandise	145	-	145	166
Other activities	377	-	377	624
Fund-raising	81,003	-	81,003	71,571
	83,323	-	83,323	73,822

Income from other trading activities includes fund-raising

4: INCOME FROM CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Music	1,552		1,552	1,500
Drama	2,950		2,950	2,680
SNAPTASTIC	2,245		2,245	2,331
SIBS4FUN	2,160		2,160	2,390
SNAP+ Disco	454		454	565
Family and Parent Counselling	3,485		3,485	2,915
Yoga Club	1,580		1,580	1,445
SNAP on a Monday	1,626		1,626	1,427
Therapeutic Thursdays	1,590		1,590	1,710
SNAP centre sessions	3,770		3,770	3,806
SNAP +	615		615	600
Parent and professional training	6,843		6,843	5,086
Parent yoga	1,450		1,450	1,735
Education surgeries	-		-	539
Photographs	22		22	1,865
Grants and donations (specified)	14,543	186,370	200,913	204,927
	44,885	186,370	231,255	235,521

Activities for children, young people and parents are provided at The SNAP Centre and SNAP requests that parents pay a small voluntary contribution towards the general running costs of the charity.

5: INCOME FROM INVESTMENTS

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Interest on bank deposits and fixed term bonds	4,170	-	4,170	2,803

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

6: ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Childrens' activities	-	18,305	18,305	14,222
Counselling	-	6,788	6,788	7,689
Parent and professional training	-	9,031	9,031	10,702
Library	806	-	806	2,038
Postage	2,555	1,703	4,258	1,869
Office supplies	2,662	1,775	4,437	8,418
Salaries	231,413	119,643	351,056	335,655
Staff & volunteer training	-	1,430	1,430	2,542
Staff recruitment costs	2,721	-	2,721	1,469
Staff and volunteer travel	-	528	528	806
Legal & professional fees	2,491	-	2,491	8,907
Other expenditure	2,119	-	2,119	2,036
Subscriptions	1,497	-	1,497	1,518
Telephone	-	8,831	8,831	9,695
Premises costs	10,407	15,611	26,018	18,535
Insurance	1,962	1,447	3,409	2,984
Website costs	-	-	-	558
Computer and database costs	144	-	144	1,070
Bank charges	443	-	443	629
Photographs	1,080	-	1,080	1,450
Depreciation	6,656	29,162	35,818	39,353
	266,956	214,254	481,210	472,145

7: ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	UNRESTRICTED	RESTRICTED	2016 TOTAL	2015 TOTAL
	£	£	£	£
Costs of fundraising	5,871	-	5,871	2,799
Salaries	32,780	-	32,780	29,800
Office rent	3,000	-	3,000	3,000
Merchandise	-	-	-	1,412
Postage	1,000	-	1,000	
	42,651	-	42,651	37,011

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

8: ALLOCATION OF TOTAL EXPENDITURE

	BASIS OF ALLOCATION	CHARITABLE ACTIVITIES £	FUND RAISING £	OTHER EXPENSES £	2016 TOTAL £	2015 TOTAL £
Costs directly allocated to activities						
Childrens' activities/counselling	Direct	25,093	-	-	25,093	21,911
Parent and professional training	Direct	9,031	-	-	9,031	10,702
Library	Direct	806	-	-	806	2,038
Postage	Direct	4,258	-	-	4,258	1,869
Salaries	Direct	351,056	-	-	351,056	335,655
Staff and volunteer training	Direct	1,430	-	-	1,430	2,542
Staff recruitment costs	Direct	2,721	-	-	2,721	1,469
Staff and volunteer travel	Direct	528	-	-	528	806
Office rent	Direct	3,000	-	-	3,000	3,000
Legal & professional fees	Direct	2,491	-	-	2,491	8,907
Premises costs	Direct	22,788	-	-	22,788	15,147
Equipment repairs and maintenance	Direct	230	-	-	230	388
Subscriptions	Direct	1,497	-	-	1,497	1,518
Telephone	Direct	8,831	-	-	8,831	9,695
Website costs	Direct	-	-	-	-	558
Computer costs	Direct	144	-	-	144	1,070
Photographs	Direct	1,080	-	-	1,080	1,450
Fundraising expenditure	Direct	-	5,871	-	5,871	4,211
Support costs allocated to activities						
Insurance	Usage	3,409	-	475	3,884	3,469
Office rent	Usage	-	3,000	-	3,000	3,000
Meetings	Usage	-	-	231	231	180
Miscellaneous	Usage	2,119	-	13	2,132	2,049
Office supplies	Usage	4,437	1,000	-	5,437	8,418
Salaries	Staff time	-	32,780	5,000	37,780	34,800
Independent examiners fees:						
Independent examination		-	-	950	950	950
Accountancy		-	-	3,340	3,340	1,000
Payroll services		-	-	1,950	1,950	1,068
Bank charges	Usage	443	-	-	443	629
Depreciation	Usage	35,818	-	-	35,818	39,353
		481,210	42,651	11,959	535,820	517,852

9: ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION & EXPENSES, AND THE COST OF KEY MANAGEMENT PERSONNEL

	2016 £	2015 £
Wages and salaries	347,765	335,213
Social security costs	29,625	25,893
Employer's pension costs	11,446	9,348
	388,836	370,454

No employees had employee benefits in excess of £60,000 (2015: Nil).

The average number of employees during the year was 18 (2015: 17).

The key management personnel of the charity comprise the trustees, the development manager, the business manager and the families manager. The total employee benefits of the key management personnel were £100,837 (2015:£104,632).

None of the trustees received any remuneration or other benefits neither were they reimbursed for any expenses during the current or previous year.

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

10: STAFF NUMBERS

The average number of employees during the year was as follows:

	2016	2015
Key management	3	3
Family support	11	10
Finance & fundraising	4	4
	18	17

11: PENSION COSTS

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £11,446 (2015: £9,348).

12: TANGIBLE FIXED ASSETS

	SHORT LEASEHOLD PREMISES £	FIXTURES FITTINGS & EQUIPMENT £	COMPUTER EQUIPMENT £	TOTAL £
Cost:				
At 1st January 2016	381,961	136,495	101,046	619,502
Additions	-	3,001	-	3,001
At 31st December 2016	381,961	139,496	101,046	622,503
Depreciation:				
At 1st January 2016	135,277	94,148	84,351	313,776
Charge for the year	15,915	13,545	6,358	35,818
At 31st December 2016	151,192	107,693	90,709	349,594
Net book value				
At 31st December 2016	230,769	31,803	10,337	272,909
At 31st December 2015	246,684	42,347	16,695	305,727

13: DEBTORS

	2016 £	2015 £
Grants receivable	3,967	8,053
Prepayments	147	146
	4,114	8,199

14: CREDITORS-AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016 £	2015 £
Sundry Creditors	12,433	3,399
Provision for car park maintenance	3,000	3,000
Taxes and social security costs	7,594	7,790
	23,027	14,189

15: ANALYSIS OF NET ASSETS BETWEEN FUNDS

	GENERAL FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS £
Tangible fixed assets	25,063	247,846	272,909
Current assets	382,058	11,570	393,628
Current liabilities	(23,027)	-	(23,027)
	384,094	259,416	643,510

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

16: MOVEMENT IN FUNDS

	AT 1st JAN 2016 £	INCOME £	EXPENDITURE £	AT 31st DEC 2016 £
Restricted funds				
Capital projects (Note 16a)	277,008	-	(29,162)	247,846
Other restricted funds (Note 16b)	10,292	186,370	(185,092)	11,570
	287,300	186,370	(214,254)	259,416
Unrestricted funds				
General funds	361,659	344,001	(321,566)	384,094
	648,959	530,371	(535,819)	643,510

16a: CAPITAL PROJECTS

	AT 1st JAN 2016 £	DEPRECIATION £	AT 31st DEC 2016 £	EXPENDED ON TANGIBLE FIXED ASSETS £
Various donors	547,605	-	547,605	547,605
Less depreciation to date	(270,597)	(29,162)	(299,759)	
	277,008	(29,162)	247,846	547,605

16b: OTHER RESTRICTED FUNDS

Restriction	Donors	At 1st Jan 2016 £	INCOMING RESOURCES £	OUTGOING RESOURCES £	At 31st Dec 2016 £
Support and advice for families	NHS Basidon & Brentwood CCG and Thurrock CCG, The QBE Foundation, Essex Community Foundation (Birketts' Charitable Fund, Elspeth Hodgkinson Fund, Roger & Jean Heath Charitable Fund), Fowler, Smith and Jones Trust Rotary Club of Brentwood a Beckett, Discovery Foundation (Santander),	8,042	104,024	105,246	6,820
Services for children and young people	Essex County Council, The Paul & Rachel Jeffreys Charitable Trust, The True Colours Trust, The Moody Charitable Trust, The Hedley Foundation, Pauline Meredith Charitable Trust, The Rank Foundation, Boshier-Hinton Foundation, The Kathleen Lawrence Trust, IMPEX Management Foundation, The Sir Jules Thorn Charitable Trust, St James's Place Foundation, Walter Farthing Trust Ltd, David Solomons Charitable Trust, Dorothy Pamela Smith Charity, The James Wise Charitable Trust, Marconi Employees Charities Trust Fund	2,250	77,626	78,626	1,250
Equipment & toys	Ford Britain Trust, The Stock Exchange Veterans, The Fence Club Trust Fund, Brentwood Borough Council	-	4,720	1,220	3,500
		10,292	186,370	185,092	11,570

Special Needs And Parents Limited - Company No.03805837
Accounts for the year ended 31st December 2016

17: RESERVES POLICY

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

	Current Year: 2016	Previous Year: 2015
Unrestricted Funds	£334,094	£311,659
Designated Funds (Building Refurbishment)	£50,000	£50,000
Restricted Funds	£259,416	£287,300
Total Funds	£643,510	£648,959
Ratio of Unrestricted and Designated Reserves to Annual Operating Expenditure	0.72(8.64mths)	0.70 (8.40mths)

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 propose to maintain the charity's unrestricted reserves at a level which is equivalent to nine months 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's continuing obligations at each executive meeting.

18: TRUSTEES' REMUNERATION AND EXPENSES

Charity funds have been used to purchase trustees indemnity insurance at a cost of £475, as permitted by the charity's Articles of Association.

No trustees nor any persons connected with them received any remuneration or expenses during the current or previous year.

19: RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2016 £	2015 £
Net movement in funds	(5,449)	(37,173)
Add back depreciation charge	35,818	39,353
Deduct interest income shown in investing activities	(4,170)	(2,803)
Decrease/(increase) in debtors	4,085	(3,135)
Increase/(decrease) in creditors	8,838	(6,531)
Net cash used in operating activities	39,122	(10,289)