



Special Needs And Parents



Annual Report and Accounts

For the year ended
31st December 2018



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 2018**

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Report of the Trustees for the year ending 31st December 2018

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2018 which are also prepared to meet the requirements of a director's report and accounts for Companies Act purposes.

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

Chairman's Review

SNAP had a particularly successful year in 2018 while supporting Essex families with children and young people who have any special needs or disability.

The sheer number of new families registering, increasing helpline calls and e-mails evidences the ever escalating demand for our services in an environment where Statutory provision is reducing or in some cases disappearing completely. As an example in 2018 SNAP dealt with 6,003 helpline calls and e-mails compared with 4,712 in 2017, an increase of over 27%.

Fundraising continues to be challenging but we have successfully refocused our energies to adapt to the fast changing environment. We also have a robust 3 year fundraising plan.

The 2018 Accounts evidences the sound financial management of SNAP where the Trustees review budgets against actual income and expenditure at each Executive meeting to ensure that our financial stability is sustainable. SNAP continues to keep its Governance practices under review and ensures that our policies are regularly reviewed and updated.

Our GDPR regulations and systems were fully implemented by the May deadline and in July we launched our new more sophisticated website. In addition the efficiency and security of our IT systems were upgraded and our Business Continuity Plan was replaced by a detailed Critical Incident Policy and Strategy.

The Trustee Board was reviewed in 2018 and gaps in expertise were identified and filled. We are pleased to welcome Paul Deller Ray who is a Registered Social Worker with 30 years experience. In addition we have put in place a succession plan.

I would like to offer my sincere thanks to my fellow Trustees for all their tireless unpaid work which ensures that SNAP continues to meet its objectives and fulfil its activities in accordance with our values.

I would also like to thank every member of the SNAP staff for their commitment and hard work which ensures the smooth running of the charity and its services, particularly in the current challenging environment where the need is growing daily. They all do an amazing job in balancing the ever increasing need with the limited resources available. Well Done!

Unbelievably we celebrate SNAP's 25th Anniversary in 2019 and we have a comprehensive plan both to raise our profile in the community and to enhance our fundraising efforts.

I would like to close by thanking all those who have contributed to the success of SNAP in 2018, whether staff, volunteers, supporters, fundraisers, donors or Trustees. Through your generosity and/or time commitment you have ensured that SNAP continues to function effectively and successfully for the benefit of Essex families.

Michael O'Connell
Chairman

Objectives and Activities

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

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

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

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

To ensure SNAP's work remains focused on our stated aims and objectives, performance and outcomes are continuously monitored. The 2018 annual report gives details of the charity's services, its achievements, performance and how it has benefited the people it is set up to help. SNAP systematically seeks feedback from our families which, along with monitoring and evaluation, indicates we are providing essential and high quality service and activities.

Strategies employed to achieve our objectives:

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

Services and Support

Trustees regularly review the services and support offered by SNAP to ensure they are relevant and meeting the needs of our families.

Parents and Carers

Information, advice and support is provided by way of:

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

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

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

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

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

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

The **Specialist Library 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.

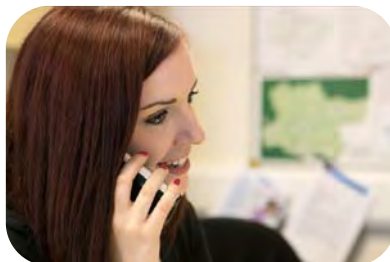
Parent Yoga sessions aim to improve both the mental and physical well-being of parents and carers.

Children and Young People

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

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

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





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

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



Siblings

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

Volunteers

The Charity is an integral part of the community and relies on voluntary help. SNAP has 140 committed volunteers working on a regular basis. More than 250 voluntary hours are worked each week which at national minimum wage rates equates to a benefit to the charity in the region of £100,000. 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. Our Trustees devote significant amounts of their time to supporting SNAP on a voluntary basis in a variety of ways.

“The staff are all so amazing, understanding and helpful. Today I was having such a low moment and they have given me support and advice that has helped more than words can say. Floods of tears and an hour long conversation later and I now feel empowered and able to carry on.”

Achievements and Performance

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

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

Achievements and Aspirations

2018	2019
<ul style="list-style-type: none">✓ A new sophisticated website (including updated directory) was launched in July✓ GDPR regulations fully implemented in time for the May 2018 deadline✓ The business continuity plan was replaced by a comprehensive Critical Incident Policy and Strategy✓ A review of the trustee board took place. Gaps in expertise were identified and filled and a succession plan has been put in place✓ Volunteer resources were reviewed and volunteers recruited where necessary✓ Efficiency and security of the IT systems were reviewed and upgraded✓ Funding secured for replacement of soft play area and multi sensory wall✓ Staff and management structures reviewed and MBTI training provided✓ Charges for a range of services were reviewed✓ Reappraisal of SNAPs services offered to families to assess that they continue to be relevant	<ul style="list-style-type: none">• Mark SNAP's 25th Anniversary, to raise recognition of SNAPs critical role in the community, and enhance our fundraising efforts• Parent services to be reviewed to ensure they are relevant, appropriate and engaging• Installation of a new server• Review the functionality and utility of the IT suite, enhancing where appropriate• To become more environmentally sustainable, by reducing pollution and waste in all SNAPs activities• Utilise the new website to enhance the fundraising abilities of supporters• Utilise an external adviser to review, assess and audit our internal monitoring and evaluation systems and procedures

“We came away feeling much more positive about our next steps and we really appreciated the time you took to talk about strategies and to support us moving forward.”

Outcomes:

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

SNAP's support is holistic and evolves over time, in response to the level of need and age of the children and young people with special needs and disabilities. SNAP recognises the changes and demands that families encounter as their children grow older. Families develop new skills and resilience with the knowledge that SNAP is always there when needed.

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

Impact:

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

*“It’s been a year since we first stepped through those doors. Wow!
What a difference a year makes. The SNAP Team have made such an impact on
our little family. We are so very grateful for all the support, advice and help we
have received. I have made Mummy friends and my son baby friends too.
We no longer feel isolated and alone.”*

‘SNAP’ Shot - Number of Families with Children and Young People who have any Special Need and Disability Supported in 2018

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

2,514

Essex families

445

New families registered

3,092

Children and young people with special needs



2,630
Helpline Phone Calls



3,373
Helpline Emails

860

Participants in training courses and talks



714

Children and young people attended holiday services and individual sessions



286

Sibling young carers supported



346

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



649

Face-to-face parent advice appointments and surgeries

3,368

Information resources given to parents from our specialist library



570

Counselling sessions for parents and families

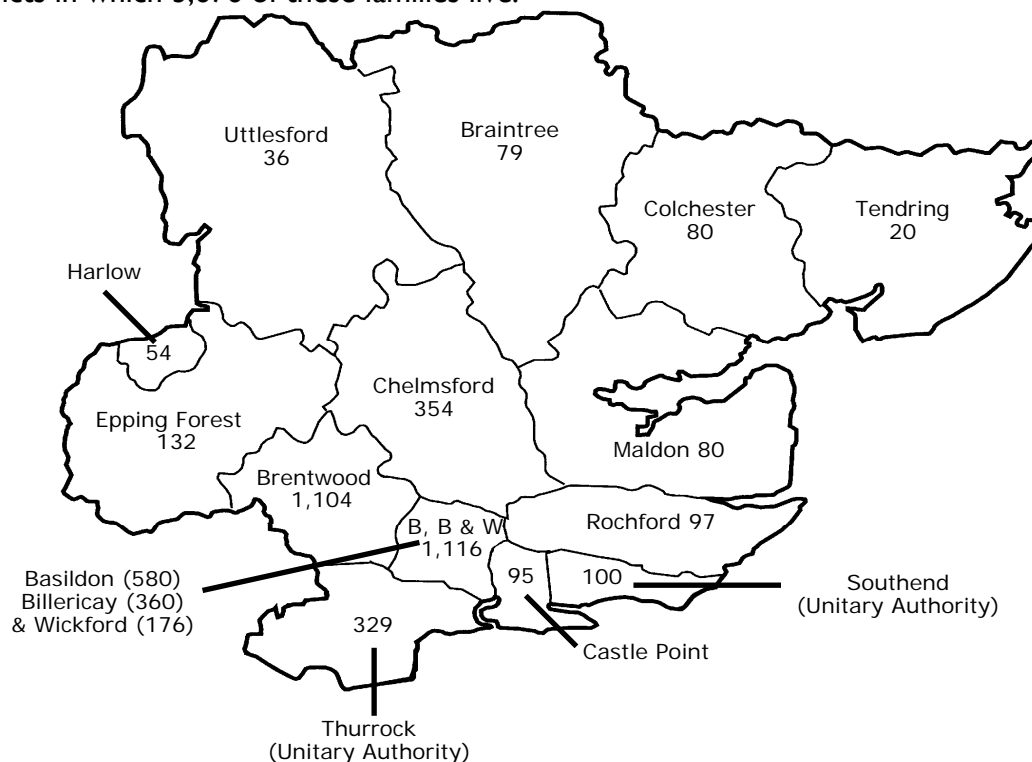
Profile of Children's Special Needs

Below is a statistical profile according to diagnosis of the 5,088 children with special needs registered with SNAP (of those 3,092 were supported in 2018). In total there are 8,689 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%	DIAGNOSIS	No.	%
Autistic spectrum disorder	3,105	36	Cerebral palsy	222	3
ADD/ADHD	1,106	13	Epilepsy	220	3
Speech & language difficulties	577	6	Sensory processing disorder	205	2
Developmental delay	453	5	Physical disability	185	2
Dyslexia	411	5	Visual impairment	150	2
Dyspraxia	336	4	Rare conditions	147	1
Learning difficulties	327	4	Chromosome disorders	122	1
Anxiety disorder	241	3	Down syndrome	119	1
Behavioural difficulties	223	3	Hearing impairment	91	1
Other conditions including brain/spine/genetic/heart disorders				449	5

Area of Benefit

There were 4,278 Essex families registered with SNAP as at 31st December 2018 (of those 2,514 were actively supported during the year). The map shows the Essex County Council districts in which 3,676 of these families live:



In addition to the above 3,676 families, we also have 509 Essex families who live in the following towns: Barking 3; Dagenham 16; Hornchurch 104; Ilford 26; Rainham 31; Romford 252; Upminster 77.

A 25 year success story

SNAP charity's unique service for the community

2015
A record
72
runners
take on the
Brentwood
Half
Marathon
and Fun
Run for
SNAP

2014
High Sheriffs' Award

in recognition of SNAP's valuable work with volunteers in Essex

2013
Sensorise is launched offering stimulating sessions for more complex needs children

TICKET
SNAP creates a calendar of **fundraising social events** as part of the legacy from the charity's 20th Anniversary Year ... 619 supporters attend events

2012
Hilary Needham
founder member and manager since 1999 receives an **MBE**

"My daughter had such a lovely time at the disco - it's the happiest I've seen her in a year"

2011
SNAP partners with local organisations to provide **Education Surgeries** for families

2010
The SNAP Drama Club present their first production

2009
Twenty-six Young People attend the first SNAPtacular Disco

2008
Out of school activities start - **Drama Club, SNAPtastic and School Holiday sessions**

1994
A group of 8 parents who have children with special needs get together round a kitchen table and form their own support group called SNAP starting with a parent and toddler group

1995
SNAP builds a **Library of educational resources** for families to access information

1996
Specialist Talks programme develops to help inform and empower parents

1998
SNAP Helpline is established

"I'm so glad we spoke today. I feel more positive now and not as worried about where to go from here"

"My children have had the most incredible time - and are old enough to appreciate the opportunity"

2016

SIBS4FUN

Celebrating a decade of SNAP's activity week for siblings

SNAP creates a vibrant sensory wall

2018

Best Not-For-Profit Organisation of the Year 2018

2019 More than **5,000**

families have now been supported since the charity was formed in 1994

"SNAP is like a warm snuggly blanket on a cold, unforgiving day"

2017

International renowned Autism expert **Clinical Psychologist Professor Tony Attwood** gives two talks to 300 parents and professionals

"Amazing sessions which have opened up a new way of thinking and understanding"

Brentwood Business Awards



SNAP website is relaunched with over 1,300 contacts now on the **SNAP Directory** and enhanced **Information Network** that highlights a variety of opportunities

2006

WORK BEGINS AND THE SNAP CENTRE TAKES SHAPE



2005

£30,000

Sensory Room

is planned for SNAP's new bespoke centre

2004

Summer Survival

Guide packed full of ideas and top tips is launched

2003

SNAP scoops a Queen's Golden Jubilee Award

Music Therapy begins

1999

Face to Face

appointments offer parents a one-to-one opportunity to talk to a Family Support Adviser

"It was great to meet people who understand what I go through daily. This has helped me so much"

2000

The first **SNAP Directory** pulls together a huge volume of useful contacts for families to access

2001 **SNAP website**

launches giving online support for those unable to access the charity's Brentwood base. Counselling services also begin.

2002

IT Club

equipped with adapted computers offering access for all to learn IT skills

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. There is no doubt over the past few years the economic climate has been the backdrop to challenging times. In 2014 our statutory funding accounted for 39% of our income in 2019 it is budgeted to be 19% however we have adapted and refocused our fundraising energies. SNAP has a robust 3 year Business and Fundraising Plan in place taking this fully into account. Budgets are reviewed against actual income at each Executive meeting to ensure the charity's long-term financial stability is sustainable.

There is a continuing increase in the demand on SNAP's services with the inevitable cost implications. We have managed this with a modest increase in staff and by investing in technology and staff development.

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 2019 is for expenditure of £626,000 including £38,000 of depreciation of our tangible assets. The income forecast for 2019 is £621,500.

Reserves - At 31st December 2018 SNAP's unrestricted reserves were £372,638 including a designated reserve of £50,000. See Notes to the Accounts - Reserves Policy on page 29.

Income 2018

Statutory Funding - Principal statutory funding sources for the year were NHS Clinical Commissioning Groups and Essex County Council Short Breaks funding.

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

OUR ENORMOUS THANKS TO ALL OUR SUPPORTERS

During 2018 our charity partnerships with local retailers and businesses continued to develop. Our many supporters in the local community arranged and participated in a huge variety of activities. Our 'in-house' events team working with our ambassadors and supporters were extremely busy in arranging and participating in a range of events.

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

Activities included:

Sponsored Walks, Fun Runs, Half Marathons & Marathons
Sponsored Cycles • Firewalks • Abseiling • Nuclear Races • Mountaineering
Golf Days • Charity Balls • Curry Nights. 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.

Plans for Future Periods

SNAP is here for the long term and this means that to continue providing our full range of services and activities detailed long term planning is required.

SNAP has developed and implemented a rolling 3 year business plan cycle, the plan for 2019 to 2021 covers each area of the charity's activities and operation. The Business Plan is reviewed at each Trustee meeting.

Our development of technology and communication methodology has resulted in changes to the way families can interact with SNAP. We have seen significant increases in the use of email and website hits enabling more families to effectively gain access to the help they require. We envisage that in the coming years it will be increasingly important for SNAP to be an effective communicator through all mediums.

Our aspirations for 2019 are outlined on page 5 of the Trustees' Report.

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 355 members at the end of the year. The members' liability in the event of SNAP winding up is £1 each.

Trustee Recruitment and Appointment

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

At the end of 2018 there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience. The trustee board was enhanced during 2018 by the appointment of Paul Deller Ray an experienced social worker.

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

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

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

Trustee Induction and Training

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

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

Organisational Structure

The Board of Trustees, which can have up to 12 members, administers the charity. The Board normally meet 5 times a year and there are 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 staff including the senior staff is reviewed annually by the Remuneration Committee and consider rises in inflation, changes in responsibility and the charity's financial resources. The Remunerations Committee's recommendations are submitted to the Executive Committee for approval.

Risk Management

The trustees have a risk management strategy which comprises:

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

Reference and Administrative Information

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

Trustees

Michael O'Connell (Chair)	Retired solicitor and Notary Public.
Mandy Carr (Vice-chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/ Academy Trust Director and as a Pension Fund Trustee.
Stephen Wall (Treasurer)	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.
Suzanne Davies	An accountant, previously she was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.
David Levell	An experienced commercial manager within information systems, who has recently completed an MSc in intellectual property management.
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 organisations.
Stewart McArthur	A general nurse, children's nurse and Health Visitor who for the last 15 years prior to retirement from the NHS worked at Director level commissioning services for children, young people and maternity in London and Essex.
James Preston	A Senior Operations Manager for multiple government funded contracts across the South East of England for a large public sector provider. James has three children with special educational needs who have all accessed SNAP services.
Paul Deller Ray (appointed Sept 2018)	Is a Registered Social Worker with 30 years experience across Children, Adults and Families Social Care, both in the statutory and voluntary sectors.

Staff

Senior Management Team: Christina Stubbs and Karen Boath

Family Support: Pam Kinsella, Kate Batson, Alison Tama
Liza Bowring, Berni Garrard, Mary Lamb
Paula Hollingworth, Laura Morgan
Michelle Dawes, Glen Richmond
Michelle Andrews

Finance & Fundraising: Sara Clifton, Robert Dennis, Sally Hetherington,
Jill Ault, Sam Tandy

Honorary Life President

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

Accountants

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

Solicitors

Tees incorporating 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

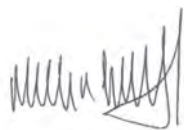
Virgin Money plc, E-Savings, NEA 3780, Newcastle upon Tyne NE3 4ZE

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 16 was approved by the Trustees on signed on their behalf by:



Michael O'Connell (Chairman)
24th April 2019

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

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Special Needs and Parents Limited ('the charitable company') for the year ended 31st December 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and related notes.

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

Responsibilities and basis of report

As the trustees of charitable company you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

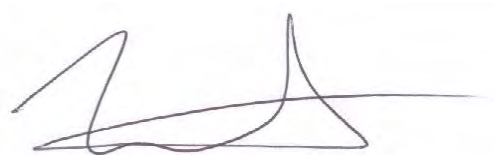
Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

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

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

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



Lee Elsworth ACA, FCCA
Tiffin Green Limited
11 Queens Road
Brentwood
Essex
CM14 4HE

Date: 29/5/2019

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31st DECEMBER 2018

		2018	2018	2018	2017	2017	2017
		UNRESTRICTED	RESTRICTED	TOTAL	UNRESTRICTED	RESTRICTED	TOTAL
NOTE	FUND	FUND	FUNDS	FUND	FUND	FUNDS	FUNDS
	£	£	£	£	£	£	£
Income and endowments from:							
Donations and legacies	2	106,614	-	106,614	191,534	-	191,534
Charitable activities	4	31,540	353,542	385,082	45,574	235,170	280,744
Other trading activities	3	74,932	-	74,932	75,021	-	75,021
Investments	5	3,173	-	3,173	3,597	-	3,597
Total		216,259	353,542	569,801	315,726	235,170	550,896
Expenditure on:							
Raising funds	7	44,814	-	44,814	42,185	-	42,185
Charitable activities	6	158,807	370,604	529,411	285,449	221,519	506,968
Other	8	2,295	-	2,295	9,798	-	9,798
Total		205,916	370,604	576,520	337,432	221,519	558,951
Net income/expenditure		10,343	(17,062)	(6,719)	(21,706)	13,651	(8,055)
Transfer between funds		(93)	93	-	-	-	-
		10,250	(16,969)	(6,719)	(21,706)	13,651	(8,055)
Reconciliation of funds							
Total funds brought forward		362,388	273,067	635,455	384,094	259,416	643,510
Total funds carried forward	17	372,638	256,098	628,736	362,388	273,067	635,455

The notes on pages 22 to 29 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

AT 31st DECEMBER 2018

	NOTES	2018		2017	
		£	£	£	£
Fixed assets:					
Tangible assets	12		256,257		254,717
Current assets:					
Debtors	13	9,180		2,853	
Fixed term bank deposits	14	204,535		201,788	
Cash at bank and in hand		181,480		199,499	
		<u>395,195</u>		<u>404,140</u>	
Current liabilities					
Creditors-amounts falling due within one year	15	<u>22,716</u>		<u>23,402</u>	
Net current assets			372,479		380,738
Total net assets			<u>628,736</u>		<u>635,455</u>
The funds of the charity:					
Restricted funds			256,098		273,067
Unrestricted funds					
Designated funds			50,000		50,000
General funds			322,638		312,388
Total funds	17		<u>628,736</u>		<u>635,455</u>

For the year ended 31st December 2018 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

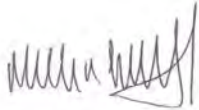
Directors' responsibilities:

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

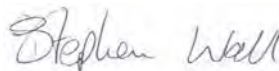
The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

Approved by the trustee directors on 24th April 2019 and signed on their behalf by:



Michael O'Connell (Chairman)



Stephen Wall (Treasurer)

COMPANY REGISTRATION NUMBER: 03805837

The notes on pages 22 to 29 form part of these financial statements.

STATEMENT OF CASH FLOWS

		TOTAL FUNDS	PRIOR YEAR
	NOTE	2018	2017
		£	£
Cash flows from operating activities			
Net cash used in operating activities	21	<u>13,625</u>	<u>21,747</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		<u>(32,071)</u>	<u>(13,571)</u>
Interest received		<u>3,173</u>	<u>3,597</u>
Invested in short term bank deposits		<u>(2,746)</u>	<u>(965)</u>
Net cash expended on investing activities		<u>(31,644)</u>	<u>(10,939)</u>
Change in cash and cash equivalents in the reporting period		(18,019)	10,808
Cash and cash equivalents at the beginning of the reporting period		<u>199,499</u>	<u>188,691</u>
Cash and cash equivalents at the end of the reporting period		<u>181,480</u>	<u>199,499</u>

The notes on pages 22 to 29 form part of these financial statements.

1: Accounting policies

a: General information and basis of preparation

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

The financial statements have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (as amended for accounting periods commencing from 1st January 2016) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £1.

b: Fund accounting

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

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

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

c: Income

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

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

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

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

d: Expenditure and irrecoverable VAT

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

Expenditure is classified under the following activity headings:

- Cost of raising funds comprise the cost of participating in fund-raising events and a proportion of rent and salary costs applicable to fund-raising.
- Expenditure on charitable activities includes the cost of providing children's activities, family counselling, parent training and any overheads attributable to such activities.
- Other expenditure represents those items not falling into any other heading.

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

e: Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly relate to charitable activities. Support costs include administrative salaries, office rent, office supplies and professional fees. Such costs have been allocated between expenditure on charitable activities, cost of fund raising and other expenditure as set out in note 8.

f: Tangible fixed Assets and depreciation

Tangible fixed assets costing more than £200 are capitalised.

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

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

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

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

g: Debtors

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

h: Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a maturity of 3 months or less from the date of acquisition or opening of the deposit account.

i: Creditors and provisions

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

j: Pensions

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

k: Donations in Kind

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

l: Financial Instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Such financial instruments are initially recorded at transaction value and subsequently measured at their settlement value.

NOTES TO THE ACCOUNTS

2: INCOME FROM DONATIONS AND LEGACIES

			2018	2017
	UNRESTRICTED	RESTRICTED	TOTAL	TOTAL
	£	£	£	£
Grants and donations	106,297	-	106,297	191,181
Membership fees	317	-	317	353
	106,614	-	106,614	191,534

3: INCOME FROM OTHER TRADING ACTIVITIES

			2018	2017
	UNRESTRICTED	RESTRICTED	TOTAL	TOTAL
	£	£	£	£
Sale of Christmas cards	1,807	-	1,807	1,921
Sale of other merchandise	83	-	83	366
Other activities	584	-	584	688
Fundraising	72,458	-	72,458	72,046
	74,932	-	74,932	75,021

4: INCOME FROM CHARITABLE ACTIVITIES

			2018	2017
	UNRESTRICTED	RESTRICTED	TOTAL	TOTAL
	£	£	£	£
Music	1,201	-	1,201	1,225
Drama	2,290	-	2,290	2,700
SNAPTASTIC	2,090	-	2,090	2,215
SIBS4FUN	2,440	-	2,440	2,280
SNAP+ Disco	617	-	617	808
Family and Parent Counselling	4,875	-	4,875	4,705
Yoga Club	1,940	-	1,940	2,153
SNAP on a Monday	1,397	-	1,397	1,805
Therapeutic Thursdays	843	-	843	1,326
SNAP centre sessions	3,703	-	3,703	3,691
SNAP+	820	-	820	499
Parent and professional training	8,452	-	8,452	21,258
Parent yoga	700	-	700	795
Photographs	172	-	172	114
Grants and donations (specified)	-	353,542	353,542	235,170
	31,540	353,542	385,082	280,744

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

			2018	2017
	UNRESTRICTED	RESTRICTED	TOTAL	TOTAL
	£	£	£	£
Interest on bank deposits and fixed term bonds	3,173	-	3,173	3,597

6: ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2018 TOTAL	2017 TOTAL
	£	£	£	£
Childrens' activities	-	16,806	16,806	14,884
Counselling	-	9,787	9,787	10,380
Parent and professional training	-	13,703	13,703	17,194
Library	-	855	855	607
Postage	-	2,403	2,403	2,608
Office supplies	-	3,575	3,575	4,807
Salaries	133,230	248,103	381,333	367,243
Staff & volunteer training	-	817	817	2,502
Staff recruitment costs	2,115	-	2,115	2,717
Staff and volunteer travel	808	204	1,012	344
Legal & professional fees	-	926	926	965
Other expenditure	-	1,826	1,826	1,929
Subscriptions	-	1,668	1,668	1,905
Telephone	295	8,360	8,655	9,229
Premises costs	1,965	23,255	25,220	32,349
Insurance	2,443	815	3,258	3,148
Website costs	3,207	14,283	17,490	576
Computer and database costs	-	234	234	991
Bank charges	434	-	434	511
Photographs	-	80	80	315
Governance costs	6,684	-	6,684	6,865
Depreciation	7,626	22,904	30,530	31,764
	158,807	370,604	529,411	513,833

7: ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	UNRESTRICTED	RESTRICTED	2018 TOTAL	2017 TOTAL
	£	£	£	£
Costs of fundraising	1,987	-	1,987	4,579
Salaries	39,653	-	39,653	34,419
Office rent	3,000	-	3,000	3,000
Postage	174	-	174	187
	44,814	-	44,814	42,185

Accounts for the year ended 31st December 2018

8: ALLOCATION OF TOTAL EXPENDITURE

	BASIS OF ALLOCATION	CHARITABLE ACTIVITIES £	FUND RAISING £	OTHER EXPENSES £	2018 TOTAL £	2017 TOTAL £
Costs directly allocated to activities						
Childrens' activities/counselling	Direct	26,593	-	-	26,593	25,264
Parent and professional training	Direct	13,703	-	-	13,703	17,194
Library	Direct	855	-	-	855	608
Postage	Direct	2,403	174	-	2,577	2,608
Salaries	Direct	381,333	-	-	381,333	367,243
Staff and volunteer training	Direct	817	-	-	817	2,502
Staff recruitment costs	Direct	2,115	-	-	2,115	2,716
Staff and volunteer travel	Direct	1,012	-	-	1,012	344
Office rent	Direct	3,000	-	-	3,000	3,000
Legal & professional fees	Direct	926	-	-	926	965
Premises costs	Direct	20,630	-	-	20,630	29,247
Equipment repairs and maintenance	Direct	1,590	-	-	1,590	102
Subscriptions	Direct	1,668	-	-	1,668	1,905
Telephone	Direct	8,655	-	-	8,655	9,229
Website costs	Direct	17,490	-	-	17,490	576
Computer and database costs	Direct	234	-	-	234	991
Photographs	Direct	80	-	-	80	315
Fundraising expenditure	Direct	-	1,987	-	1,987	4,579
Support costs allocated to activities						
Insurance	Usage	3,842	-	-	3,842	3,625
Office rent	Usage	-	3,000	-	3,000	3,000
Trustees meetings and training	Usage	137	-	-	137	425
Miscellaneous	Usage	1,839	-	-	1,839	1,942
Office supplies	Usage	3,575	-	-	3,575	4,994
Salaries	Staff time	5,000	39,653	-	44,653	39,419
Independent examiners fees:						
Independent examination	Usage	950	-	-	950	950
Accountancy	Usage	-	-	610	610	1,390
Payroll services	Usage	-	-	1,685	1,685	1,543
Bank charges	Usage	434	-	-	434	511
Depreciation	Usage	30,530	-	-	30,530	31,764
		529,411	44,814	2,295	576,520	558,951

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

	2018 £	2017 £
Wages and salaries	384,868	367,876
Social security costs	29,062	27,228
Employer's pension costs	12,056	11,558
	425,986	406,662

No employees had employee benefits in excess of £60,000 (2017: Nil).
The average number of employees during the year was 19 (2017: 19).

The key management personnel of the charity comprise the Trustees, the Head of Finance and Fundraising and the Head of Family Services. The total employee benefits of the key management personnel were £83,651 (2017: £78,509).

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 2018

10: STAFF NUMBERS

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

	2018	2017
Key management	2	3
Family support	11	10
Finance & fundraising	5	5
Events (Family & Social)	1	1
	19	18

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 £12,056 (2017: £11,558).

12: TANGIBLE FIXED ASSETS

	LEASEHOLD PREMISES £	FIXTURES FITTINGS & EQUIPMENT £	COMPUTER EQUIPMENT £	TOTAL £
Cost:				
At 1st January 2018	381,961	148,070	106,043	636,074
Additions	-	29,465	2,606	32,071
At 31st December 2018	381,961	177,535	108,649	668,145
Depreciation:				
At 1st January 2018	167,107	117,478	96,772	381,357
Charge for the year	15,915	8,530	6,085	30,530
At 31st December 2018	183,022	126,008	102,857	411,887
Net book value				
At 31st December 2018	198,939	51,527	5,792	256,258
At 31st December 2017	214,854	30,592	9,271	254,717

13: DEBTORS

	2018 £	2017 £
Grants receivable	3,800	2,711
Prepayments	5,380	142
	9,180	2,853

14: FIXED TERM BANK DEPOSITS

	2018 £	2017 £
Fixed term bank deposits maturing after more than 3 months	204,535	201,788

The fixed term bank deposits have maturity dates ranging from 1 to 3 years from the date of inception.

15: CREDITORS-AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018 £	2017 £
ONE YEAR		
Sundry Creditors	11,653	12,433
Provision for car park maintenance	3,000	3,000
Taxes and social security costs	8,063	7,969
	22,716	23,402

16: ANALYSIS OF NET ASSETS BETWEEN FUNDS

	GENERAL FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS £
Tangible fixed assets	15,550	240,707	256,257
Current assets	379,804	15,391	395,195
Current liabilities	(22,716)	-	(22,716)
	372,638	256,098	628,736

Special Needs And Parents Limited - Company no 03805837

Accounts for the year ended 31st December 2018

17: MOVEMENT IN FUNDS

	AT 1st JAN 2018 £	INCOME £	EXPENDITURE £	TRANSFER £	AT 31st DEC 2018 £
Restricted funds					
Capital projects (Note 17a)	234,146	26,372	(22,904)	3,093	240,707
Other restricted funds (Note 17b)	38,921	327,170	(347,700)	(3,000)	15,391
	273,067	353,542	(370,604)	93	256,098
Unrestricted funds					
General funds	362,388	216,259	(205,916)	(93)	372,638
	635,455	569,801	(576,520)	-	628,736

17a: CAPITAL PROJECTS

	AT 1st JAN 2018 £	INCOME/ DEPRECIATION £	TRANSFER £	AT 31st DEC 2018 £	EXPENDED ON TANGIBLE FIXED ASSETS £
Soft play area & Multi-sensory room enhancement	558,723	26,372	3,093	588,188	588,188
ECC Short Breaks Capital Fund Brentwood a Becket Rotary					
Less depreciation to date	(324,577)	(22,904)	-	(347,481)	-
	234,146	3,468	3,093	240,707	588,188

17b: OTHER RESTRICTED FUNDS

Restriction	Donors	At 1st JANUARY 2018 £	INCOMING RESOURCES £	OUTGOING RESOURCES £	TRANSFER £	AT 31st DECEMBER 2018 £
Support and advice for families	NHS Basildon & Brentwood CCG NHS Thurrock CCG ECC Carers Grant QBE Foundation	27,100	178,297	193,897		11,500
	Discovery Foundation (Santander) Henry Smith Charity Masonic Charitable Trust					
Services for children and young people	ECC Short Breaks & Youth Service Paul & Rachel Jeffreys Charitable Trust Essex Community Foundation St James Place Foundation The Moody Charitable Trust Garfield Weston Foundation The D'Oyly Carte Charitable Trust The Percy Bilton Charity	8,821	148,873	153,803		3,891
	The Chapman Charitable Trust The Augustine Courtauld Trust Souter Charitable Trust Sir Jules Thorn Charitable Trust Cala Homes Ltd Haslar Foundation Global Make Some Noise Matchroom Sport Charitable Foundation Marconi Employees Trust Fund					
Equipment & toys	The Albert Hunt Trust	3,000			(3,000)	-
		38,921	327,170	(347,700)	(3,000)	15,391

18: RESERVES POLICY

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

	Current Year 2018	Previous Year 2017
Unrestricted Funds	£322,638	£312,388
Designated Funds (Building Refurbishment)	£50,000	£50,000
Restricted Funds	£256,098	£273,067
Total Funds	£628,736	£635,455
Ratio of Unrestricted and Designated Reserves to Annual Operating Expenditure	0.65 (7.80 months)	0.69 (8.28 mths)

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.

19: TRUSTEES' REMUNERATION AND EXPENSES

Charity funds have been used to purchase trustees' indemnity insurance at a cost of £584 (2017: £477), as permitted by the charity's Articles of Association.

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

20: FINANCIAL COMMITMENTS

At the balance sheet date the charity was committed to pay a sum of £5,185 being the balance due upon completion of the installation of a server upgrade.

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

	2018 £	2017 £
Net movement in funds	(6,719)	(8,055)
Add back depreciation charge	30,530	31,763
Deduct interest income shown in investing activities	(3,173)	(3,597)
Decrease/(increase) in debtors	(6,327)	1,261
Increase/(decrease) in creditors	(686)	375
Net cash used in operating activities	13,625	21,747