



Special Needs And Parents

# 2019



## Annual Report and Accounts

For the year ended 31st December 2019

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

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

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

**A**lways Consistent, Reliable & Dependable

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

## About Us

**Website:** [www.snapcharity.org](http://www.snapcharity.org)

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

**Telephone:** 01277 211300

**Fundraising**

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

**Fundraising Tel:** 01277 245345

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### SNAP (Special Needs And Parents)

The SNAP Centre, Pastoral Way, Warley, Brentwood, Essex CM14 5WF.

**Registered Charity No. 1077787**



Special Needs And Parents

## **REPORT OF THE TRUSTEES FOR THE PERIOD ENDED 31st DECEMBER 2019**

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## Report of the Trustees for the year ending 31st December 2019

The Trustees are pleased to present their annual directors' report and financial statements of the charity for the year ended 31st December 2019 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

In this, my first Chair's report I am delighted to be able to confirm that 2019 was yet another successful year for SNAP supporting Essex families with children and young people who have any special needs and disability.

As previously, we have continued to see an increase in the number of new families registering. In fact, this is the 12th year running that we have seen increased helpline calls and e-mails showing a sustained demand for our services in an environment where statutory provision is reducing or in some cases disappearing completely. As an example, in 2019 SNAP dealt with 6,478 helpline calls and e-mails compared with 6,003 in 2018, an increase of 8%. Alongside this, new family registrations increased by 13%, participation in training courses and talks by 27% and counselling sessions for families by 43.6%.

2019 saw us commemorate our 25th anniversary with a diverse range of events designed to widely celebrate our achievements whilst increasing awareness of SNAP within the community.

During 2019 we used a financial grant to bring in an external evaluator to assess our helpline and other parent services. I am pleased to confirm that this provided positive insights into our services. This is currently being evaluated by Trustees and the management team and will be used over the next few years to inform our decisions and discussions with funders and supporters.

This has all been achieved despite the challenges of balancing our desire to offer a wide range of services and the financial constraints we work within. Our 3-year fundraising plan is robust and is monitored on a regular basis by the fundraising team, senior management and the Trustees at the Executive meetings. We are confident that despite challenging circumstances our financial stability is sustainable.

As a board we undertake an annual evaluation of all policies and key governance measures as recommended by the Charity Commission to ensure that we are best placed to support the work of the team at SNAP and give them the ability to continue to excel in support of our families.

We had no changes within the Trustee board during 2019 giving us the opportunity to consolidate our individual skills and plan our development as a team. I would like to thank them for their support to me as a newly appointed Chair and to the team at SNAP as we work together to fulfil our objectives.

Whilst writing this summary of 2019, we have been overtaken by the Covid-19 pandemic. As you would expect, our team at SNAP have risen to the challenge this has presented with the overriding desire to continue to provide support to our families by any means possible.

We closed the centre on 23<sup>rd</sup> March and the team began working remotely from home to ensure continuity of provision through the telephone helpline and website. With support of our IT and telephony providers and led by our senior team of Karen Boath and Christina Stubbs, this appeared to happen seamlessly to ensure we remained “open for business”.

We have developed a range of creative initiatives using online sites to deliver continuity. Ranging from yoga, music therapy, parent training sessions and even Zoom based fundraising evenings, their ability to adapt and succeed shines through.

In conclusion I would like to thank every member of the SNAP team whether our dedicated members of staff or our tremendous volunteers and fundraisers whose hard work cannot be underestimated. They demonstrate day after day the reason why SNAP is an exemplar in its field, copied by others, but never bettered.

Mandy Carr  
Chair

## 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 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 2019 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 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.

*“Attending the SNAP sessions is a lifeline to our family. While my son is having lots of fun with the staff and volunteers in the centre, I can relax and share experiences with staff who are so knowledgeable and most importantly other families who can share their experiences with me. It is the highlight of our holidays!!!”*

## 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

### 2019

- ✓ Marked SNAP's 25<sup>th</sup> Anniversary with successful, well attended events.
- ✓ An external adviser comprehensively reviewed the impact of our parent services and enhanced our internal monitoring and evaluation processes.
- ✓ A review of the SNAP training courses and talks for parents and professionals took place which ensured that we are responding to the needs of our families.
- ✓ The review of counselling has led to a 43% increase in the number of counselling sessions offered to families.
- ✓ New IT server installed in February, followed by a new Disaster Recovery System and a new telephony system that improved the efficiency of our busy and vital helpline.
- ✓ Reduced the use of single-use plastics in several areas and now use confidential waste units, where paper is securely recycled.
- ✓ The use of appropriate volunteers was increased overall, particularly in community fundraising, giving volunteers opportunities to be more involved with event preparation.

### 2020

- Adapt SNAP's service provision to ensure flexibility so the challenges of the Covid-19 pandemic including the closure of the Centre do not detract from the support we offer to our families and maintain SNAP's position as the leading provider and resource centre in Essex.
- Re-align business plan to ensure it remains relevant, targeted and sustainable in new Covid-19 environment.
- Implementation of the outcomes of the external review that took place in 2019.
- Review the functionality and utility of the IT suite, enhancing where appropriate.
- Improve the outside play area at SNAP with a fully funded new terrace floor and awning.

*"You are all priceless and I hope you all know that. Knowing I can get in touch if I have a problem is such a comfort. You guys are like a warm snuggle blanket on a cold unforgiving day. Bless you all."*



## 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

*“My daughter has been in hospital and we have struggled to leave the house as she has been recuperating – she has walked through the door at SNAP and it is like she has come home – the smile on her face is amazing. SNAP is the only place we go when she will actually let me leave her side and I have had the chance to sit upstairs and catch up with a parent I haven’t seen since the Easter holiday sessions”*

## 'SNAP' Shot - Number of Families with Children and Young People who have any Special Need and Disability Supported in 2019

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

2,746

Essex families

505

New families  
registered

3,261

Children and young  
people with special needs  
and disabilities



2,788

Helpline Phone Calls



3,690

Helpline Emails

1,093

Participants in  
training courses  
and talks



730

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



301

Sibling  
young carers



380

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



687

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

3,488

Information resources  
given to parents  
from our  
specialist library



819

**Counselling  
sessions** for  
parents and families

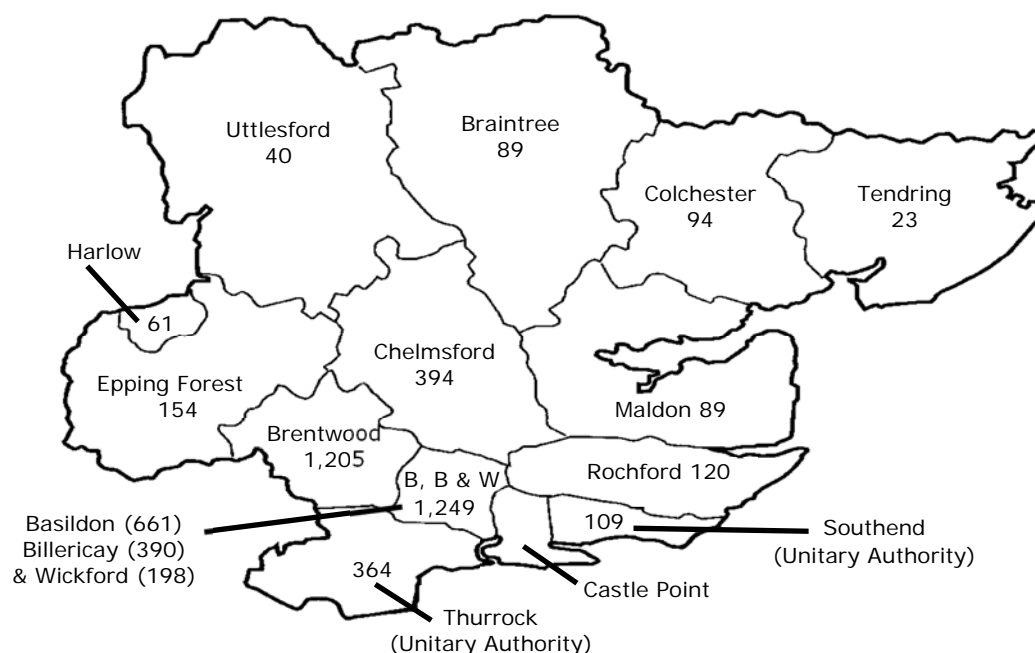
## Profile of Children's Special Needs

Below is a statistical profile according to diagnosis of the 5,745 children with special needs currently registered with SNAP (of those 3,261 were supported in 2019). In total there are 9,716 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	3,343	35		Physical disability	269	3
ADD/ADHD	1,200	12		Sensory processing disorder	232	2
Speech & language difficulties	595	6		Epilepsy	228	2
Developmental delay	489	5		Cerebral Palsy	220	2
Dyslexia	416	4		Rare conditions	178	2
Mental Health Issues	339	4		Visual Impairment	159	2
Learning difficulties	334	4		Chromosome disorders	127	1
Dyspraxia	325	3		Down syndrome	116	1
Behavioural difficulties	276	3		Hearing impairment	105	1
Other conditions including brain/spine/genetic/heart disorders					765	8

## Area of Benefit

There were 4,660 Essex families registered with SNAP at 31st December 2019 (of those 2,746 were actively supported during the year). The map shows the Essex County Council districts in which 4,102 of these families live:



In addition to the above 4,102 families, we also have 558 Essex families who live in the following towns: Barking 3; Dagenham 17; Hornchurch 115; Ilford 26; Rainham 34; Romford 280; Upminster 83.

## 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 2020 it is budgeted to be 17%, 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 2020 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 2019 SNAP's unrestricted reserves were £394,206 including a designated reserve of £50,000. See Notes to the Accounts - Reserves Policy on page 29.

## Income 2019

**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 2019 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 Cycles • Abseiling • Nuclear Races  
Sponsored Walks, Fun Runs, Half Marathons & Marathons  
Golf Days • Charity Balls • Curry Nights • Coffee Mornings • Cake Sales  
Bingo Nights • Quiz Nights • Raffles • Hamper Draws  
SNAP Christmas Card Sales

Many people involved in these initiatives are families who have received support from SNAP. We are enormously proud and grateful that the importance of our work is recognised and endorsed in this way.

## Plans for Future Periods

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 2020 to 2022 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.

Following the closure of the Centre on 23<sup>rd</sup> March due to Covid-19 we have successfully continued or introduced new services using web-based tools such as Zoom. This is something that we will monitor and consider as an on-going method for increasing our reach alongside established services.

Our aspirations for 2020 are outlined on page 5 of the Trustees' Report.

## Going Concern, Post Balance Sheet Event

In March 2020 in response to the Covid-19 pandemic the UK Government, in line with many other countries, imposed a countrywide lockdown for all except essential services. This had a major impact on SNAP as families and staff could no longer attend the Centre. As a consequence, SNAP successfully implemented its Business Continuity Plan.

Staff are able to support and interact with families while working from home. Family Services personnel are able to take calls, maintain the directory, offer phone counselling sessions and basically operate services that do not require face to face contact. The Finance and Fundraising team are also able to carry out many of their day to day functions.

Contact has been maintained with our major funders all of whom are extremely supportive and pledged their continued financial support during the crisis.

Our community fundraising is the area most impacted by the shutdown. At this point it is not possible to establish what the full year loss of revenue will be.

Where necessary staff who cannot work from home have been furloughed. The UK Government will fund 80% of their salaries. SNAP after evaluating the potential cost has decided to continue paying the staff affected the remaining 20% of their income up to the end of May. After this they will receive 80% of their salary. This decision is under constant review.

SNAP has healthy reserves amounting to approximately eight months constant state operating costs. Whilst major sources of revenue continue to be supportive and taking in to account cost cutting such as some staff salaries the Trustees are of the opinion SNAP is and will continue to be a going concern for the foreseeable future.

## **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 327 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 2019 there were eleven trustees on our Executive Committee. It has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

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

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

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

### Trustee Induction and Training

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

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

### 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 services for SNAP families, financial management and HR and employee relations.

### Related Parties

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year there are no related party transactions to be reported.

SNAP has no subsidiaries or connected charities but works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families.

### Remuneration Policy for Senior Staff

As the key personnel within the charity, the Senior Management Team is in charge of directing, controlling, running and operating the charity on a day-to-day basis.

The remuneration of staff including the senior team is reviewed annually by the Remuneration Committee and considers prevailing inflation rates, changes in responsibility and the charity’s financial resources. The Remuneration Committee’s recommendations are submitted to the full Executive Committee for approval.

## Risk Management

The trustees have a risk management strategy which comprises:

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

## Reference and Administrative Information

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



## Trustees

Mandy Carr (Chair)	An experienced HR Consultant who established her own HR Company in 2008 and has experience as a School Governor/Academy Trust Director and as a Pension Fund Trustee.
Stephen Wall (Vice-Chair)	A retired founder and Managing Director of a water management company which was primarily engaged by social housing landlords to maintain safe water systems.
Michael O'Connell (Treasurer)	Retired solicitor and Notary Public.
Paula Hills	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 (Resigned 31 <sup>st</sup> January 2020)	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	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 Benham Andrea Pereira, Liza Bowring, Berni Garrard, Mary Lamb Paula Hollingworth, Dale Kerr (started 1 <sup>st</sup> April 2020) Michelle Dawes, Alex Taylor Michelle Andrews
Finance & Fundraising	Sara Clifton, Robert Dennis Sally Hetherington (maternity leave from 07.12.19) Jill Ault, Sam Tandy, Callum Boath (temporary contract),

## Honorary Life President

Hilary Needham MBE	Founder, Chairman (1994 - 1998) and Manager (1998 - 2017)
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## 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 17 was approved by the Trustees on signed on their behalf by:



Mandy Carr (Chairman)  
19<sup>th</sup> June 2020

## 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 2019 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: 22<sup>nd</sup> June 2020



**STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

**FOR THE YEAR ENDED 31st DECEMBER 2019**

		2019	2019	2019	2018	2018	2018
		UNRESTRICTED	RESTRICTED	TOTAL	UNRESTRICTED	RESTRICTED	TOTAL
	NOTE	FUND	FUND	FUNDS	FUND	FUND	FUNDS
		£	£	£	£	£	£
Income and endowments from:							
Donations and legacies	2	147,188	-	147,188	106,614	-	106,614
Charitable activities	4	50,772	360,060	410,832	31,540	353,542	385,082
Other trading activities	3	67,645	-	67,645	74,932	-	74,932
Investments	5	3,832	-	3,832	3,173	-	3,173
Total		269,437	360,060	629,497	216,259	353,542	569,801
Expenditure on:							
Raising funds	7	47,591	-	47,591	44,814	-	44,814
Charitable activities	6	197,170	380,847	578,017	158,807	221,519	529,411
Other	8	3,108	-	3,108	2,295	-	2,295
Total		247,869	380,847	628,716	205,916	221,519	576,520
Net income/expenditure		21,568	(20,787)	781	10,343	(17,062)	(6,719)
Transfer between funds		-	-	-	-	-	-
		21,568	(20,787)	781	10,250	(16,969)	(6,719)
Reconciliation of funds							
Total funds brought forward		372,638	256,098	628,736	362,388	273,067	635,455
Total funds carried forward	17	394,206	235,311	629,517	372,638	256,098	628,736

The notes on pages 21 to 28 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

AT 31st DECEMBER 2019

	NOTES	2019 £	2018 £
<b>Fixed assets:</b>			
Tangible assets	12	247,684	256,257
<b>Current assets:</b>			
Debtors	13	559	9,180
Fixed term bank deposits	14	206,848	204,535
Cash at bank and in hand		188,707	181,480
		<u>396,114</u>	<u>395,195</u>
<b>Current liabilities</b>			
Creditors-amounts falling due within one year	15	<u>14,281</u>	<u>22,716</u>
<b>Net current assets</b>		<b>381,833</b>	<b>372,479</b>
<b>Total net assets</b>		<u><b>629,517</b></u>	<u><b>628,736</b></u>
<b>The funds of the charity:</b>			
Restricted funds		235,311	256,098
<b>Unrestricted funds</b>			
Designated funds		50,000	50,000
General funds		344,206	322,638
<b>Total funds</b>	17	<u><b>629,517</b></u>	<u><b>628,736</b></u>

For the year ended 31st December 2019 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.

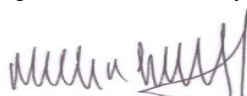
These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

Approved by the trustee directors on

and signed on their behalf by:



Mandy Carr (Chair)



Michael O'Connell (Treasurer)

COMPANY REGISTRATION NUMBER: 03805837

The notes on pages 21 to 28 form part of these financial statements.

**Statement of Cash Flows as at 31st December 2019**

**STATEMENT OF CASH FLOWS**

		TOTAL FUNDS	PRIOR YEAR
	NOTE	2019	2018
		£	£
<b>Cash flows from operating activities</b>			
<b>Net cash used in operating activities</b>	21	<b><u>27,045</u></b>	<b><u>13,625</u></b>
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets		<u>(21,335)</u>	<u>(32,071)</u>
Interest received		<u>3,832</u>	<u>3,173</u>
Invested in short term bank deposits		<u>(2,315)</u>	<u>(2,746)</u>
<b>Net cash expended on investing activities</b>		<b><u>(19,818)</u></b>	<b><u>(31,644)</u></b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>7,227</b>	<b>(18,019)</b>
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b><u>181,480</u></b>	<b><u>199,499</u></b>
<b>Cash and cash equivalents at the end of the reporting period</b>		<b><u><u>188,707</u></u></b>	<b><u><u>181,480</u></u></b>

The notes on pages 21 to 28 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

	UNRESTRICTED	RESTRICTED	2019 TOTAL	2018 TOTAL
	£	£	£	£
Grants and donations	146,861	-	146,861	106,297
Membership fees	327	-	327	317
	<b>147,188</b>	<b>-</b>	<b>147,188</b>	<b>106,614</b>

3: INCOME FROM OTHER TRADING ACTIVITIES

	UNRESTRICTED	RESTRICTED	2019 TOTAL	2018 TOTAL
	£	£	£	£
Sale of Christmas cards	1,676	-	1,676	1,807
Sale of other merchandise	83	-	83	83
Other activities	530	-	530	584
Fund-raising	65,356	-	65,356	72,458
	<b>67,645</b>	<b>-</b>	<b>67,645</b>	<b>74,932</b>

4: INCOME FROM CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2019 TOTAL	2018 TOTAL
	£	£	£	£
Music	1,370	-	1,370	1,201
Drama	2,016	-	2,015	2,290
SNAPTASTIC	1,885	-	1,885	2,090
SIBS4FUN	2,962	-	2,962	2,440
SNAP+ Disco	684	-	684	617
Family and Parent Counselling	10,125	-	10,125	4,875
Yoga Club	1,985	-	1,985	1,940
SNAP on a Monday	1,798	-	1,798	1,397
Therapeutic Thursdays	980	-	980	843
SNAP centre sessions	3,737	-	3,737	3,703
SNAP +	755	-	755	820
Parent and professional training	21,520	-	21,520	8,452
Parent yoga	860	-	860	700
Photographs	96	-	96	172
Grants and donations (specified)	-	360,060	360,060	353,542
	<b>50,772</b>	<b>360,060</b>	<b>410,832</b>	<b>385,082</b>

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	2019 TOTAL	2018 TOTAL
	£	£	£	£
Interest on bank deposits and fixed term bonds	3,832	-	3,832	3,173



Accounts for the year ended 31st December 2019

6: ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2019 TOTAL	2018 TOTAL
	£	£	£	£
Childrens' activities	-	18,488	18,488	16,806
Counselling	-	15,028	15,028	9,787
Parent and professional training	-	27,733	27,733	13,703
Library	-	370	370	855
Postage	-	735	735	2,403
Office supplies	4,245	-	4,245	3,575
Salaries	157,379	257,191	414,570	381,333
Staff & volunteer training	2,867	717	3,583	817
Staff recruitment costs	-	-	-	2,115
Staff and volunteer travel	741	-	741	1,012
Legal & professional fees	1,206	-	1,206	926
Other expenditure	2,580	-	2,580	1,826
Subscriptions	2,083	-	2,083	1,668
Telephone	-	8,863	8,863	8,655
Premises costs	5,814	23,255	29,069	25,220
Insurance	2,667	667	3,334	3,258
Website costs	5,790	1,447	7,237	17,490
Computer and database costs	407	244	651	234
Bank charges	645	-	645	434
Photographs	-	-	-	80
Governance costs	6,946	-	6,946	6,684
Depreciation	3,801	26,109	29,910	30,530
	<b>197,170</b>	<b>380,847</b>	<b>578,017</b>	<b>529,411</b>

7: ANALYSIS OF EXPENDITURE ON RAISING FUNDS

	UNRESTRICTED	RESTRICTED	2019 TOTAL	2018 TOTAL
	£	£	£	£
Costs of fundraising	3,555		3,555	1,987
Salaries	40,852		40,852	39,653
Office rent	3,000		3,000	3,000
Postage	184		184	174
	<b>47,591</b>	<b>-</b>	<b>47,591</b>	<b>44,814</b>

## Accounts for the year ended 31st December 2019

## 8: ALLOCATION OF TOTAL EXPENDITURE

	BASIS OF ALLOCATION	CHARITABLE ACTIVITIES £	FUND RAISING £	OTHER EXPENSES £	2019 TOTAL £	2018 TOTAL £
<b>Costs directly allocated to activities</b>						
Childrens' activities/counselling	Direct	33,516	-	-	33,516	26,593
Parent and professional training	Direct	27,733	-	-	27,733	13,703
Library	Direct	370	-	-	370	855
Postage	Direct	735	184	-	919	2,577
Salaries	Direct	414,570	-	-	414,570	381,333
Staff and volunteer training	Direct	3,583	-	-	3,583	817
Staff recruitment costs	Direct	-	-	-	-	2,115
Staff and volunteer travel	Direct	741	-	-	741	1,012
Office rent	Direct	3,000	-	-	3,000	3,000
Legal & professional fees	Direct	1,206	-	-	1,206	926
Premises costs	Direct	25,615	-	-	25,615	20,630
Equipment repairs and maintenance	Direct	454	-	-	454	1,590
Subscriptions	Direct	2,083	-	-	2,083	1,668
Telephone	Direct	8,863	-	-	8,863	8,655
Website costs	Direct	7,237	-	-	7,237	17,490
Computer and database costs	Direct	651	-	-	651	234
Photographs	Direct	-	-	-	-	80
Fundraising expenditure	Direct	-	3,555	-	3,555	1,987
<b>Support costs allocated to activities</b>					-	-
Insurance	Usage	3,850	-	-	3,850	3,842
Office rent	Usage	-	3,000	-	3,000	3,000
Trustees meetings and training	Usage	217	-	-	217	137
Miscellaneous	Usage	2,843	-	-	2,843	1,839
Office supplies	Usage	4,245	-	-	4,245	3,575
Salaries	Staff time	5,000	40,852	-	45,852	44,653
Independent examiners fees:					-	-
Independent examination	Usage	950	-	-	950	950
Accountancy	Usage	-	-	1,550	1,550	610
Payroll services	Usage	-	-	1,558	1,558	1,685
Bank charges	Usage	645	-	-	645	434
Depreciation	Usage	29,910	-	-	29,910	30,530
		<b>578,017</b>	<b>47,591</b>	<b>3,108</b>	<b>628,716</b>	<b>576,520</b>

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

	2019 £	2018 £
Wages and salaries	412,651	384,868
Social security costs	33,022	29,062
Employer's pension costs	14,749	12,056
	<b>460,422</b>	<b>425,986</b>

No employees had employee benefits in excess of £60,000 (2018: Nil)

The average number of employees during the year was 19 (2018: 19).

The key management personnel of the charity comprise the Trustees and Executive Directors (Family Services and Finance & Fundraising). The total employee benefits of the key management personnel were £92,711 (2018: £83,651).

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

Accounts for the year ended 31st December 2019

**10: STAFF NUMBERS**

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

	2019	2018
Key management	2	2
Family support	11	11
Finance & fundraising	6	6
	<b>19</b>	<b>19</b>

**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 £14,749 (2018: £12,056).

**12: TANGIBLE FIXED ASSETS**

	LEASEHOLD PREMISES £	FIXTURES FITTINGS & EQUIPMENT £	COMPUTER EQUIPMENT £	TOTAL £
<b>Cost:</b>				
At 1st January 2019	381,961	177,535	108,648	668,145
Additions	-	540	20,795	21,335
<b>At 31st December 2019</b>	<b>381,961</b>	<b>178,075</b>	<b>129,444</b>	<b>689,480</b>
<b>Depreciation:</b>				
At 1st January 2019	183,022	126,008	102,857	411,887
Charge for the year	15,917	8,567	5,425	29,910
<b>At 31st December 2019</b>	<b>198,939</b>	<b>134,575</b>	<b>108,282</b>	<b>441,797</b>
<b>Net book value</b>				
<b>At 31st December 2019</b>	<b>183,022</b>	<b>43,500</b>	<b>21,162</b>	<b>247,684</b>
At 31st December 2018	198,939	51,527	5,791	256,258

**13: DEBTORS**

	2019 £	2018 £
Grants receivable	-	3,800
Prepayments	559	5,380
	<b>559</b>	<b>9,180</b>

**14: FIXED TERM BANK DEPOSITS**

	2019 £	2018 £
Fixed term bank deposits maturing after more than 3 months	<b>206,848</b>	204,535

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**

	2019 £	2018 £
<b>ONE YEAR</b>		
Sundry Creditors	3,840	11,653
Provision for car park maintenance	3,000	3,000
Taxes and social security costs	7,441	8,063
	<b>14,281</b>	<b>22,716</b>

**16: ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	GENERAL FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS £
Tangible fixed assets	33,086	214,598	247,684
Current assets	375,401	20,713	396,114
Current liabilities	(14,281)	-	(14,281)
	<b>394,205</b>	<b>235,311</b>	<b>629,517</b>

**Special Needs and Parents Limited-Company no 03805837**
**Accounts for the year ended 31st December 2019**

<b>17: MOVEMENT IN FUNDS</b>	<b>AT 1st JAN 2019 £</b>	<b>INCOME £</b>	<b>EXPENDITURE £</b>	<b>TRANSFER £</b>	<b>AT 31st DEC 2019 £</b>
<b>Restricted funds</b>					
Capital projects (Note 17a)	240,707	-	(26,109)		214,598
Other restricted funds (Note 17b)	15,391	360,060	(354,738)		20,713
	256,098	360,060	(380,847)	-	235,311
<b>Unrestricted funds</b>					
General funds	372,638	269,437	(247,869)		394,206
	628,736	629,497	(628,716)	-	629,517

<b>17a: CAPITAL PROJECTS</b>	<b>AT 1st JAN 2019 £</b>	<b>INCOME/ (DEPRECIATION) £</b>	<b>TRANSFER £</b>	<b>AT 31st DEC 2019 £</b>	<b>EXPENDED ON TANGIBLE FIXED ASSETS £</b>
	588,188	-	-	588,188	588,188
Less depreciation to date	(347,481)	(26,109)	-	(373,590)	-
	240,707	(26,109)	-	214,598	588,188

**17b: OTHER RESTRICTED FUNDS**

<b>Restriction</b>	<b>Donors</b>	<b>At 1st Jan 2019 £</b>	<b>INCOMING RESOURCES £</b>	<b>OUTGOING RESOURCES £</b>	<b>Transfer £</b>	<b>At 31st Dec 2019 £</b>
Support and advice for families	NHS Basidon & Brentwood and Thurrock CCGs The National Lottery Community Fund The QBE Foundation The Henry Smith Charity Malcolm & Beryl Crook Fund Matchroom Sport Charitable Foundation London Southend Airport Charity BBC Mental Health & Wellbeing Grant	11,500	194,916	202,875	-	3,541
Services for children and young people	ECC: Short Breaks and Youth Service BBC Children in Need Paul & Rachel Jeffreys Charitable Trust Essex Community Foundation Global's Make Some Noise • #Iwill Fund and GTCA Charles S French Charitable Trust • Souter Charitable Trust The Moody Charitable Trust • The D'Oyly Carte Charitable Trust The Perry Watlington Trust • The Augustine Courtauld Trust The Hon Mrs Kathleen Laurence's Charitable Settlement The Boshier-Hinton Foundation • The Dorothy Pamela Smith CIO The Pauline Meredith Charitable Trust • The Tula Trust Fowler, Smith & Jones Trust • The Baily Thomas Charitable Fund The Woodroffe Benton Foundation • The Lynn Foundation The ACT Foundation • St James's Place Foundation The Sir Jules Thorn Charitable Trust • The Alchemy Foundation The Co-Operative Community Fund • The Haslers Foundation Marconi Employees Trust Fund • Shawbrook Bank • KFIT Ltd	3,891	162,144	149,416	-	16,620
Equipment & toys	The Beatrice Laing Trust Billericay Round Table	-	3,000	2,448	-	552
		15,391	360,060	(354,738)	-	20,713

# 18: RESERVES POLICY

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

	Current Year 2019	Previous Year 2018
Unrestricted Funds	£344,206	£322,638
Designated Funds (Building Refurbishment)	£50,000	£50,000
Restricted Funds	£235,311	£256,098
Total Funds	£629,517	£628,736
Ratio of Unrestricted and Designated Reserves to Annual Operating Expenditure	0.63 (7.52 months)	0.65 (7.80 months)

In the Trustees' view, the reserves should provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future.

The trustees 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 £515 (2018: £584) 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 had no financial commitments.

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

	2019 £	2018 £
Net movement in funds	781	(6,719)
Add back depreciation charge	29,910	30,530
Deduct interest income shown in investing activities	(3,832)	(3,173)
Decrease/(increase) in debtors	8,621	(6,327)
Increase/(decrease) in creditors	(8,435)	( 686)
<b>Net cash used in operating activities</b>	<b>27,045</b>	<b>13,625</b>