



Special Needs And Parents

**ANNUAL REPORT
and
ACCOUNTS**

**for the year ended
31st December 2013**

**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 special needs and disabilities.

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 Services

Parent Advice and Support

- Advice and Information
- Helpline
- SNAP Directory
- Face to Face Parent Support
- Library of Specialist Books and DVDs
- 7+, 11+ and 16+ Information Networks
- Education Surgeries
- Counselling
- Specialist Talks and Training Courses
- Website

Activities

- Parent & Pre-school Children's Sessions
- Music, Yoga, Drama and Activity Groups
- Holiday Sessions
- SNAP+ (for older children and young people)
- Sibling Support
- Social Events for Parents and children
- Multi-Sensory Room
- Specialist IT Suite

About Us

Website: www.snapcharity.org

Email: info@snapcharity.org

Telephone: 01277 211300

Fundraising

Email: fundraising@snapcharity.org

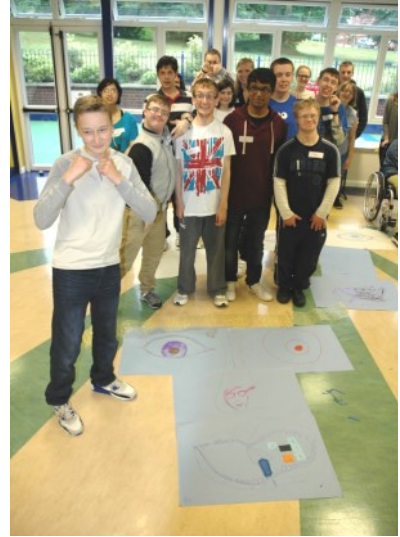
Fundraising Tel: 01277 245345

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 2013**

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Special Needs And Parents Limited (SNAP)

The trustees present their annual report and financial statements of the charity for the year ended 31st December 2013. This report represents the directors' report as required by s417 of the Companies Act 2006. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities issued in March 2005.

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

Mrs S Davies (Chairman)	Mrs M Kiel
Mr J McKay (Treasurer)	Mr D Levell
Mrs N Hitchcock (resigned July 2013)	Mr M O'Connell
Mrs P Hills	Mrs A Pepper
Mrs J Gray (appointed October 2013)	

Staff (as of April 2014)

Mrs H Needham MBE: Manager
Mrs C Stubbs: Assistant Manager (Finance) • Mrs K Boath: Assistant Manager (Families)
Mrs A Pereira: Family Information Officer • Miss E Grimes: Family Support Officer
Mr J McKenna: Family & Projects Officer • Miss K Crouch: Services Assistant
Miss S Bennett: Finance & Fundraising Co-ordinator • Mr R Dennis: Fundraising Co-ordinator
Mrs L Morgan: Information & Support Assistant • Miss A Tama: Services Support Assistant
Part-time staff - Mrs L Bowring: Family Support Worker • Mrs B Garrard: Services Assistant
Mrs J Ault: Office Assistant

Accountants

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

Solicitors

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

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent ME19 4TA
NatWest Bank, 46 High Street, Brentwood, Essex CM14 4AN
Lloyds TSB, 47 High Street, Brentwood, Essex CM14 4RN
Santander Savings and Retentions, Bridle Road, Bootle, L30 4GB
Virgin Money plc, E-Savings, NEA 3780, Newcastle upon Tyne, NE3 4ZE
Principality Building Society, PO Box 89, Queen Street, Cardiff CF10 1UA
Scottish Widows, PO Box 12757, 67 Morrison Street, Edinburgh EH3 8YJ

Insurance Advisers

Access Insurance Services, 212-220 Addington Road, South Croydon, Surrey CR2 8LD

Chairman's Review

2013 has been another exceedingly busy but rewarding year for all of the staff, volunteers and trustees at SNAP.

Due to the incredible generosity and hard work of all of our supporters, fundraisers and generous donors, we have again been in a position to be able to support Essex families who have children and young people with special needs and disabilities. We are as ever so grateful to everyone who is so generous with donations, fundraising or with their time.

We are celebrating SNAP's 20 year anniversary in 2014 and are using this as an opportunity to look at the future of SNAP to ensure its sustainability going forward. With this in mind we are investing in our fundraising capability to ensure that we are able to access ongoing funding streams in an ever increasing competitive environment.

In 2013 we were able to provide services to 291 new families as well as continuing the support to our existing families. We have been able to meet our aim of helping the whole family by offering a broad, and ever developing, range of services aimed at the parents/carers, the children and young people with special needs within the family, together with their siblings.

During the period covered by this annual review our expenditure was £448,218 with income of £461,020 leaving a surplus for the year of £12,802. This was in line with the budgets prepared, by our Treasurer and approved by the trustees, and regularly monitored throughout the year at our trustee meetings. During these challenging financial times the trustees have been very mindful of the need to ensure that we are fully abreast of our financial situation and that we are in a strong position to ensure that we are able to continue with the exceedingly high level of service that we deliver to all of our families.

With Corporate Governance in mind and to ensure the sustainability of SNAP we have prepared our rolling 3 year business plan covering the period to 31 December 2016. This plan is reviewed at each trustee meeting along with the Charity's risks so that the trustees are in a position to take timely decisions to maintain the services relied upon by our families.

As set out in detail in our Achievements and Performance pages of this report we have continued to maintain and enhance the range of support and services we have been able to offer throughout 2013. The SNAP Directory is instrumental to families enabling them to find the right support and also as an invaluable resource for our Parent Advisers. Essex County Council have commissioned SNAP to fully update the SNAP Directory for 2014, which will be a significant part of Essex County Council meeting the requirements of the Local Offer. The SNAP Directory underpins the work carried out via our helpline and the information services provided.

The enhanced SNAP website is continually being used as a communication tool and also providing access to our Directory and resources. The website has also been utilised more as a fundraising awareness tool and this has proved successful and will be continually developed as part of our ongoing overall fundraising strategy. Excellent use has also been used of email to ensure efficient and cost effective communication. Both with our families, to keep in touch and inform as appropriate and also to maintain strong links with our supporters and ensure that they are kept informed of the exciting opportunities to support

SNAP on a timely basis.

I express my heartfelt thanks to our Manager, Hilary Needham and the Management Team, Christina Stubbs and Karen Boath along with all of our members of staff, volunteers and trustees for all of their hard work and dedication to SNAP throughout the past year. It is this fantastic support which enables us to continue providing the varied and vital services to our families and continues to make SNAP such a special Charity.

Suzanne Davies
Chairman

OUR ENORMOUS THANKS TO ALL OUR SUPPORTERS

We are most grateful to all the organisations, charitable trusts, clubs, businesses and individuals that made donations to SNAP during 2013.

Friends of SNAP, our grass-roots fundraising arm, once again had an extremely busy and rewarding year. Activities included:

Family Sponsored Week at The SNAP Centre • Sponsored Walks, Fun Runs
Half Marathons & Marathons • Sponsored Cycle Marathons & Fun Bike Rides
Quiz Nights • Charity Balls • Fundraising Events
Coffee Mornings • Cake Sales • SNAP Cookbook Sales
Raffles • Hamper Draws • SNAP Christmas Card Sales
Ebay Charity Donations • Donations from Talks

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

Aims & Objectives

Introduction

Special Needs And Parents Limited (known as SNAP) is an Essex charity for families with children and young people aged 0 to 25 years who have special needs and disabilities. The children have a wide variety of disabilities including autism, cerebral palsy, Down syndrome, sensory impairment, speech and language difficulties and learning disabilities. The mission of the charity is to inform, encourage and support parents, allowing them to grow in strength and knowledge so that they are better equipped to give the best possible help to their children.

Since the organisation was first formed, it has helped hundreds of families cope with the difficulties faced by parents and carers of disabled children. The charity (at January 2014) has 2,235 Essex families on its database and every week new families turn to SNAP for help. Over the years nearly 3,100 families have been supported by our charity. Existing families remain with SNAP because as their children with special needs become older the problems that they face do not go away but evolve. Consequently, there is a continuing need for advice and support.

In April 2007 the charity's new premises project was finally completed and SNAP moved from its two offices at Keys Hall into the new SNAP Centre. The SNAP Centre was officially opened by HRH The Countess of Wessex on 17th May 2007. The move was a major transition and expansion for the charity.

Objectives and Activities

In the charity's Memorandum of Association the objectives 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".

Subsequent to the charity relocating to The SNAP Centre in May 2007, the trustees reviewed the charity's overall operational aims, objectives, business plan, and strategy. The SNAP Centre provides an increased range of resources so that the charity can further improve the lives of families who have children and young people with special needs and disabilities. The new premises project enabled the charity to achieve its objectives by ensuring that SNAP has a secure home for the foreseeable future: SNAP's leasehold agreement is dated 10th July 2006 and is for a term of twenty five years.

SNAP has a three-year business plan, which details the charity's strategy.

The overall strategic aims are to provide:

- Education, training and support for parents and carers of children and young people aged 0 to 25 with special needs and disabilities
- Activities, courses and therapies for children and young people aged 0 to 25 years with special needs and disabilities.
- Activities, courses and support for siblings of children and young people aged 0 to 25 years with special needs and disabilities.

Report of the Trustees for the Year Ended 31 December 2013 Aims, Objectives and Public Benefit

The objectives are:

Parents and carers: telephone helpline; face-to-face advice and information; counselling sessions; information and advice by way of a directory of sources of help, website, specialist library, family news sheets: social events.

Children and young people with special needs and disabilities: pre-schools groups; music, drama, yoga and IT sessions; family counselling sessions; after school activity sessions, holiday sessions, discos and family outings.

Siblings: activity, holiday and supportive listening sessions; family counselling; family outings; annual 'Sibs' week.

Achievements realised in 2013 were:

- carried out the research and updating of the SNAP directory
- development and enhancement of the SNAP specialist library
- review the use of volunteers and resources available to manage volunteers
- continuous updating and development of the SNAP website
- development of a fundraising strategy
- development of new three year business plan

We aim to achieve the following in 2014:

- continue to update and research new entries for the SNAP Directory
- continue to review and develop existing services for SNAP families in line with available resources including user survey
- continue development of SNAP's partnership working
- continue to develop the fundraising strategy
- continue to develop SNAP's specialist library
- create a photographic database
- continue to implement the PQASSO accreditation for SNAP
- review the use of volunteers and resources available to manage volunteers
- review and update SNAP's professional database
- review of trustee recruitment and training
- updating the three year business plan

How Our Services Deliver Public Benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing SNAP's aims and objectives and in planning future activities. The trustees consider how planned activities will contribute to the aims and objectives they have set.

SNAP's charitable purposes are for the public benefit and fall within the description "*the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantage*" in the Charities Act 2011.

We constantly monitor the performance of the charity and ensure that our work remains focussed on our stated aims and objectives. This Annual Report gives a detailed account of

Report of the Trustees for the Year Ended 31 December 2013

Achievements & Performance

the charity's services, its achievements and performance throughout 2013, and how it has benefited the people it was set up to help. Feedback from our families is continuously sought and this, along with monitoring and evaluation, indicates that we are providing high quality services.

A small fee (usually £5.00 per session) is requested for some of SNAP's activities to help towards costs but if a family is unable to pay due to its financial circumstances the service is still available to them.

SNAP is a local charity providing information and hands-on services and the main area of benefit is Essex. However, information resources such as the SNAP Directory and family news sheets are available to all members of the public online at our website. When the telephone helpline receives calls from outside Essex the advisers assist callers as much as possible and signpost them to their nearest support organisations if known.

SNAP works with a wide range of members of the public such as professionals, supporters, funders, interested parties and volunteers and therefore also benefits these sections of the public.

The section 'Achievements and Performance' below describes the activities of the charity, which are undertaken to fulfil our charitable purposes for the public benefit.

Achievements and Performance

Following the move into The SNAP Centre in 2007, staff and volunteers have continued to develop the range of services offered to children, young people and their parents.

Information, Advice & Support and Training Services

Telephone Support & Information. The SNAP helpline is open from 9.00am to 5.00pm weekdays to give information and support to families of children with special needs and disabilities. A call to the helpline is often a parent's first contact with SNAP and can be the beginning of a long relationship with the charity.

The family support team at SNAP along with the helpline staff and some volunteers receive parent adviser training using the Family Partnership Model, which focuses on working in partnership with parents so that they grow in strength and knowledge and become better equipped to give the best possible help to their children.

Telephone Calls	Helpline Calls	General Enquiries
3,725	2,425	1,300

The SNAP team have also undergone various training with the Telephone Helpline Association including Core Helpline, Call Handling, Counselling and Email Handling Skills. Many families now prefer to receive information and support via email and from July 2012 families were contacted by email in response to helpline queries where appropriate.

Helpline Email Support	1,230
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Report of the Trustees for the Year Ended 31 December 2013
Achievements & Performance

Information for Parents is now predominantly shared via email. SNAP families have asked for information to be circulated regularly and most families have requested to receive information and support via email. All the families on the SNAP database receive the regular SNAP news sheets by email although they can be sent in hard copy if requested. There are also targeted email groups that offer information relevant to specific age groups, which include social opportunities in the local area, events that are time limited, useful information relating to benefits or provision and much more.

The SNAP Website includes the SNAP Directory, pages of information about current services and activities, fundraising information along with photographs and video clips to give an overview of what's happening at The SNAP Centre.

The SNAP Directory underpins the work of the charity. It is a comprehensive guide of useful contacts to point both parents and professionals in the right direction in order that they are able to give the best possible help to children with special needs, as well as being a vital source of information for the telephone helpline.

ECC have commissioned SNAP to fully update the SNAP Directory for 2014, which will be a significant part of Essex County Council meeting the requirements of the Local Offer.

The Specialist Library of Books and DVDs is an extensive collection of over 2,000 specialist books, nearly 300 specialist DVDs and hundreds of information sheets and leaflets that are not available in any other library. These information sheets and leaflets can be emailed to parents following helpline calls or in response to emails requesting advice. Together with the SNAP Directory, the library is an essential resource for our parent advisers and Information Officer.

The library is used during hands-on sessions, parent training and face-to-face parent advice sessions as well as being a vital source of information for the telephone helpline.

Books Borrowed	DVDs & CDs	Families	Information Sheets
1,121	314	316	1,683

Face-to-Face Parent Advice gives parents the opportunity of coming to The SNAP Centre on an individual basis to access the library and talk over their current concerns with SNAP's trained staff and volunteers.

Face-to-Face Appointments	Short Individual Advice Sessions
450	3,677

Counselling for Parents - Families who have a child with a special need may experience additional stresses and problems and we therefore offer a counselling service for parents. Counselling is provided by a fully trained counsellor with 18 years' experience at Relate.

Parent Counselling Sessions	Parents
158	48

Report of the Trustees for the Year Ended 31 December 2013

Achievements & Performance

Family Counselling gives additional help and support to families in order to empower vulnerable and/or troubled children/young people with special needs who require help to manage their behaviour. It also aims to empower their parents/carers by supporting them with knowledge and strategies to increase their parenting skills and capacity. The family counselling project has been funded by ECC Family Innovation Fund.

Family Counselling Sessions	Young People
201	27

Parent Training was further developed during the year and there were many interesting and extremely popular sessions held. Training offered included: large specialist talks; Workshops aimed at parents of children with particular difficulties or to help with a specific issue; Signalong courses - sign supporting system used to develop communication skills and encourage speech; Parent courses of more than one session, focusing on a particular diagnosis or difficulty and Focus events - opportunities to meet representatives from other organisations all in one place

SNAP's team of Parent Advisers also offer support at all parent training activities and carry out follow-up work with the families who have attended.

Attendances by parent/carers	465
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Education Surgeries were launched at SNAP in September 2011 in partnership with Network 81. These sessions provide independent education advice, information and support to parents concerned about their children's education and the statement process. Parents are able to book one hour individual meetings with the adviser. These surgeries are proving to be very popular and the number of sessions available was increased from the start of 2012.

Education Surgery Sessions	Parents
136	116

Benefits Advice Appointments are provided at SNAP by a trained adviser from Brentwood Citizens Advice Bureau. This service is for parents who find the process of filling in applications for benefits such as Disability Living Allowance a very difficult, emotional and overwhelming experience. Each parent appointment with the adviser takes approximately three hours.

Benefits Advice Appointments	33
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Parent Yoga & Relaxation Time sessions aim to improve both the mental and physical well-being of SNAP parents and carers. The yoga is gentle and restorative and suitable for complete beginners and the more experienced.

Parents/carers	22
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Children & Young People's Services & Activities

The following section gives details of achievements and performance in relation to our children and young people's services and activities. During sessions for children and young people, parents stay at the centre and use the library, talk to a parent adviser or have a coffee and chat with other families. Siblings are also welcomed to the centre to enjoy the facilities while their brother or sister is taking part in an activity.

The Multi-sensory Room is available for use by children and young people either in the group sessions or it can be booked by families on an individual basis at other times and during the holidays. SNAP staff and volunteers also offer individual sessions whenever possible.

Children and young people who used the Multi-sensory Room	536
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The IT Suite, thanks to a restricted donation, has been upgraded to incorporate the latest technology and is now equipped with four iPads and two touchscreen computers, which have specially designed keyboards and mice to aid the development of traditional IT skills. All of the equipment is switch accessible and there is a range of accessories for everyone to get the most out of the technology. The IT suite is open during regular sessions and is also available to use at other times.

Children and young people who used the IT Suite	470
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Centre Sessions include a range of individual sessions during term time and Stay and Play activities during the school holidays. The holiday sessions have been developed in response to the needs of our families, many of whom find the school holidays difficult. Sensorise for families with children and young people with profound and multiple learning difficulties was launched in 2011 so that parents could network with others undergoing the same issues. While at the centre, parents and their children are supported by SNAP trained staff and volunteers. Other sessions are for specific age ranges such as Diddlies our pre-school Stay and Play.

Children and young people	414
Total Attendances during 2013	1,271
Group sessions during 2013	44
Individual sessions during 2013	191

SNAP on a Monday is a parent and pre-school children group which continues to be extremely popular. Volunteers supervise the children in structured play sessions while parents relax and meet together in a welcoming and friendly atmosphere. Staff and experienced volunteers offer support and information. Families are able to access the whole of The SNAP Centre at these sessions including the multi-sensory room and the IT suite with trained volunteers supporting the activities.

Report of the Trustees for the Year Ended 31 December 2013
Achievements and Performance

	Parents/carers	Children	Siblings
Number	84	59	17
Attendances	329	282	54

Therapeutic Thursdays offers a stimulating, interactive and sensory experience for pre-school children using art, music, multi-sensory equipment and IT.

Children	Sessions	Average number at each session
49	23	27

Music Making is offered to small groups of pre-school children. The course of sessions uses music to stimulate and encourage interaction within the small group and between the parent and child.

SNAP is very grateful to the Paul and Rachel Jeffreys Charitable Trust, which has supported these sessions for many years.

Children	Sessions	Average number at each session
20	52	4 to 5

Drama is offered to children and young people who work with the SNAP team of staff and volunteers towards building self-esteem and confidence and encouraging creativity and imagination. There are two sessions, the first for younger school aged children and the second session for older children and young adults.

Children/young people	Sessions	Average number at each session
45	46	17

SNAPTASTIC is offered to children with special needs and their siblings aged 5 to 13 years. These after school activity sessions make use of all the resources at The SNAP Centre. SNAPTASTIC gives the children opportunities to take part in free play, arts and crafts, soft play and use of the IT suite and multi-sensory room. The sessions are supported by young volunteers from local secondary schools who work alongside SNAP's staff team.

Children	Sessions	Average number at each session
63 children + 16 siblings	24	26

Yoga Grooves and Yoga Groovettes is run by an experienced Yoga Tutor alongside SNAP staff and young volunteers. The clubs offer a variety of benefits such as learning about healthy living and fitness, improving social skills and making new friends.

Children/young people	Sessions	Average number at each session
35	42	13

Report of the Trustees for the Year Ended 31 December 2013

Achievements and Performance

The Trike Event was held at The SNAP Centre in May 2013. Several trike companies attended and offered a selection of trikes and bikes for families to look at and try out.

SNAP would like to thank the charity 'Wipe Away Those Tears' for providing the funding for specialist trikes for SNAP families.

Families	23
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Photographer sessions took place in October and provided the opportunity for families to have photographs taken in a familiar and safe environment. The photographer has provided this service at SNAP for a number of years and has experience of working with children with special needs. Families were able to stay and play at the centre following the photograph session.

Children and young people	97
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Sibling Support benefited the siblings of children and young people with special needs. There were inclusive activities such as the pre-school children groups, after school clubs, holiday sessions and sibling activity days (see SIBS4FUN below). Siblings are also able to use facilities at The SNAP Centre while their brothers/sisters are taking part in courses.

Siblings supported	211
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SIBS4FUN days were once again held in The SNAP Centre during the third week of August. These extremely successful days were aimed at giving the brothers and sisters of SNAP children with special needs the chance to take time out from the sometimes extraordinary stresses of their home-life to develop personally and to make friends and form relationships with peers who have similar family needs. The feedback collected from families was extremely positive and reflected the immense gains that these children made over the four days.

SNAP is very grateful to the Moody Charitable Trust for their support towards this activity.

Siblings at SIBS4FUN	42
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SNAP+ takes place during school/college holidays for young people aged 12 to 25 years. The sessions allow the young people to make friends and have fun while their parents and carers can access our specialist library and speak to parent advisers.

Young people	46
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SNAP+ Discos continued to be very popular and were held on two occasions during 2013. The young people enjoyed music and entertainment downstairs while parents/carers were able to relax upstairs with refreshments provided and SNAP staff on hand to give information and support.

Report of the Trustees for the Year Ended 31 December 2013
Achievements and Performance

Young people	46
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Social Events for Adults and Children took place during the year and we would particularly like to thank the Rotary Club of Brentwood à Becket for organising a trip to Colchester Zoo and the Rotary Club of Brentwood for taking our families to Legoland and to the Christmas pantomime at the Brentwood Theatre.

Children	81
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Training and Partnership Working

SNAP continually appraises the development needs of its staff and volunteers. Training days, conferences and workshops are attended on an ongoing basis to improve and enhance skills and performance.

Working in Partnership - SNAP works in partnership with other organisations concerned with the welfare of children and young people with disabilities and their families. Many of these organisations are invited to the Local Support events hosted by SNAP where families can access a wide range of both statutory and voluntary organisations at one time.

SNAP representatives attend Children’s Trust Board stakeholder meetings and Parent & Partnership Management Board meetings with the Brentwood Children’s Centres and other statutory and voluntary partners.

SNAP works in partnership with health, education and social care services and specialists from these agencies support some services and activities at The SNAP Centre. SNAP representatives attend various strategy and planning meetings to improve the services offered to Essex families.

A SNAP representative is part of the Multi-Disciplinary Assessment Team at the Brentwood Community Hospital. SNAP works in partnership with the paediatricians and other professionals from health and education to support families with children who have a special need, disability or developmental concerns. Families who have attended the clinic then receive intensive ongoing support from SNAP. Representatives from SNAP also attended Team Around the Child meetings to offer further support to families.

SNAP Statistics for 2013

(2012 figures in brackets)

Structure

8	(8)	Trustees
14	(14)	Staff
115	(115)	Volunteers supporting services



Parents/Carers Supported

2,235	(1,965)	Essex user families
291	(244)	New families this year
316	(335)	Library (regular users)
465	(475)	Parent training
393	(425)	Supported at activities
359	(449)	Counselling sessions
33	(28)	Benefits advice appointments
2,425	(2,002)	Helpline calls
1,230	-	Helpline Email Support
450	(289)	Face-to face appointments
136	(202)	Education Surgeries



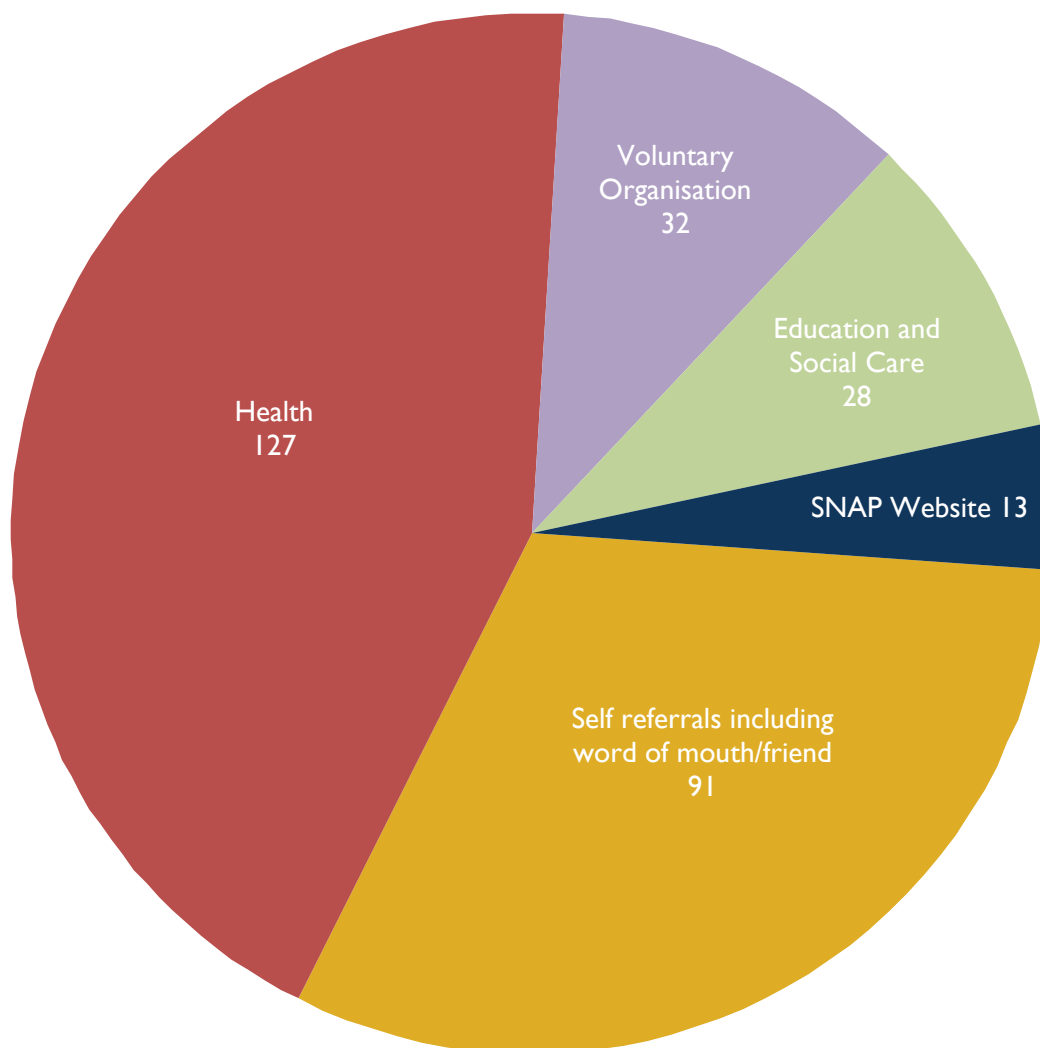
Children & Young People Attending

222	(238)	Parent & pre-school groups
79	(71)	SNAPTASTIC
35	(31)	Yoga Grooves/Groovettes
20	(22)	Music
45	(40)	Drama club
536	(528)	Multi-sensory room
470	(488)	IT suite
27	(36)	Family counselling
211	(173)	Sibling support
71	(77)	SNAP+/Discos
414	(407)	Centre sessions
81	(74)	Children's outings



Method of Family Referrals to SNAP

The pie chart below shows how the 291 new families who registered with SNAP during 2013 heard about SNAP.



Education and Social Care is fairly low because families with children and young people who have special needs and disabilities have usually been seen by Health prior to being referred from Education or Social Care Services. Families often contact SNAP before or following their first referral to Health. The majority of parents self refer as they contact SNAP as soon as they begin the process of looking for support.

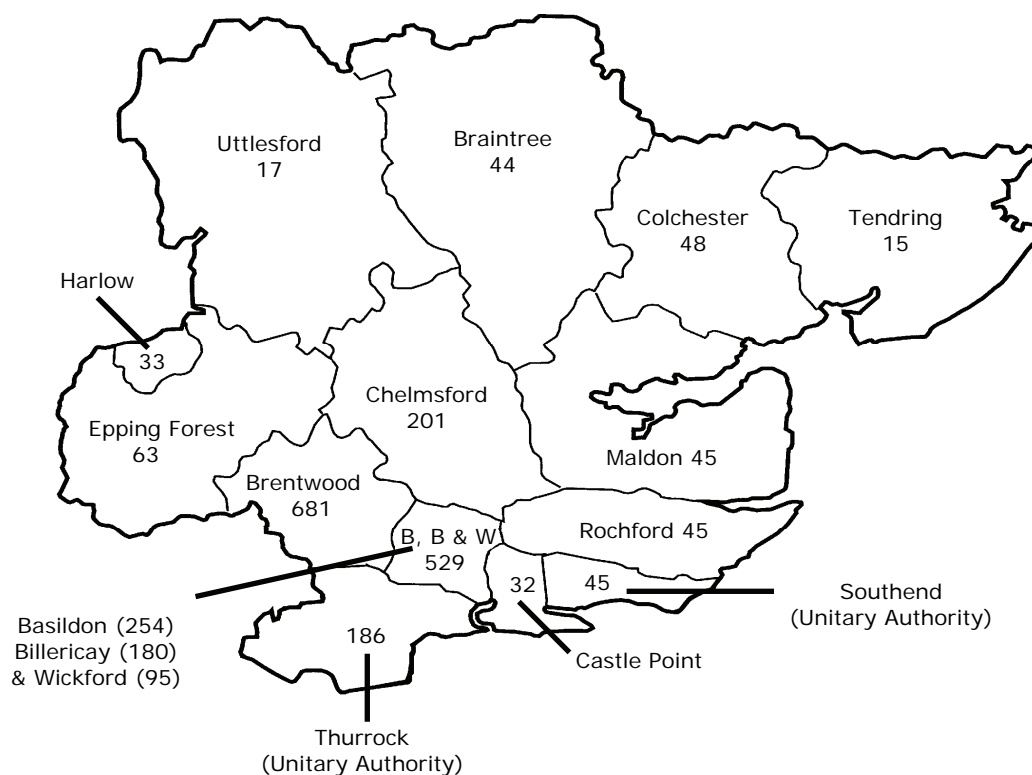
Profile of Children's Special Needs

An approximate statistical profile of SNAP's 2,749 children with special needs according to diagnosis is shown below. In total there were 4,489 recorded diagnoses for the children because some children are diagnosed as having more than one disability.

DIAGNOSIS	No.	%		DIAGNOSIS	No.	%
Autistic spectrum disorder	997	22		Epilepsy	129	3
ADD/ADHD	461	10		Physical disability	100	2
Asperger syndrome	340	8		Behavioural difficulties	99	2
Speech & language difficulties	316	7		Down syndrome	84	2
Dyslexia	256	6		Visual impairment	84	2
Developmental delay	243	5		Rare conditions	59	1
Dyspraxia	213	5		Hearing impairment	45	1
Learning difficulties	168	4		No diagnosis	28	1
Cerebral palsy	155	3		Other conditions	712	16

Area of Benefit

As at January 2014 SNAP had 2,235 Essex user families. The following map shows the Essex County Council districts in which 1,984 of these families live:



In addition to the above 1,984 families, we also have 251 Essex families who live in the London Borough of Havering in the following towns: Barking 3; Dagenham 11; Hornchurch 57; Ilford 16; Rainham 16; Romford 105; and Upminster 43.

Financial Review

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

The budget for 2013 was for expenditure of £456,925. Actual expenditure for the year was £448,218. Income for the year was £461,020.

Budgets - The Finance Committee agrees the budgets for the financial year and prepares the accounts for presentation to the Executive Committee. The budget for 2014 is for expenditure of £490,203 including £35,000 of depreciation of our tangible assets. The trustees are mindful that over the coming years computers, multi-sensory room items and other equipment will need to be replaced and funds will also have to be spent on the upkeep of the building.

Fundraising Plan - There is a fundraising plan and the income forecast is £486,380. This forecast is dependent on successful applications to charitable trusts, statutory agencies and a community fundraising plan. In the current economic climate it is difficult to predict the outcome of such applications. This forecast would result in a reduction of approximately £4,000 in the cash reserves.

Reserves - At 31st December 2013, SNAP's unrestricted reserves were £353,247, including a designated reserve of £50,000. Please see Notes to the Accounts - Reserves Policy on page 31.

SNAP's Banks - Due to the unsettled economic climate, the trustees have split SNAP's funds and they are currently held by seven different banks with separate government guarantees for each account: CAF Bank; Nat West; Santander; Virgin Money; Lloyds Bank; Principal Building Society and Scottish Widows.

Statutory Funding - Principal statutory funding sources for the year were NHS South West Essex and Essex County Council. These accounted for just under 40% of our incoming resources and we are most grateful to them for their support.

Other Main Funders - During the year were: QBE Foundation; Council for Disabled Children; The Heath Charitable Trust; Shenfield Charity Ball Committee; The McKenna Charitable Trust and Paul & Rachel Jeffreys Charitable Trust. We give enormous thanks to these supporters.

The success of our financial position during the year is also due to the ongoing generosity of our many donors. Individuals, businesses, Rotary clubs, public houses, schools, sports clubs, children's clubs 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.

Plans for Future Periods

SNAP plans are to continue the services and activities outlined in the Achievements and Performance section of the Trustees' Report subject to sufficient income from grants, donations and fundraising.

Our Business Plan for the period 2014 to 2016 contains work plans for the life of the business plan, which will be regularly reviewed.

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 242 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.

Currently eight trustees sit on our Executive Committee, which has a balanced mix of parents of children with disabilities and members of the community with relevant experience.

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

All members of the Executive Committee give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 14 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.

Trustees

Suzanne Davies (Chairman) is an accountant working in the adult training sector. Previously she was a partner at a firm of Certified Accountants and worked with a wide range of charitable trusts and institutions.

John McKay (Treasurer) is an accountant. John's son, William, has special needs.

Paula Hills started a music therapy charity for pre-school children with special needs in 1993 and she is a founder of SNAP. Paula previously co-ordinated the Essex Forum. Paula's second child Oliver is multiply disabled.

Margaret Kiel is a personal and relationship counsellor with 18 years' experience at Relate.

Michael O'Connell is a retired solicitor and a Notary Public.

Ann Pepper is a retired teacher and a governor of the local special needs school.

David Levell is a commercial manager for a European defence organisation with experience of procuring, selling and delivering information management solutions.

Julia Gray has two sons and is currently a full time mum. Her eldest, Archie, has special needs. Previously she worked for 20 years in the City for several financial companies.

Patrons: Lord Petre, Lord Lieutenant of Essex.
Steve Davis, the former world snooker champion.

Trustee Induction and Training

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

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

Organisational Structure

SNAP has an Executive Committee of up to twelve members. The Executive Committee is responsible for the strategic direction and policy of the charity and there are currently eight trustees.

The Executive Committee has a scheme of delegation in place and there are sub-committees to which some executive powers are delegated. These include the Finance Committee and the Remuneration Committee. The Manager and the two Assistant Managers report directly to the trustees at the Executive Committee meetings, which are held a minimum of four times a year.

The day-to-day running of SNAP is entrusted to the Manager supported by two Assistant Managers and eleven further staff members, some of whom work part-time. The Manager works within the trustees' approved guidelines on: strategy; operational aims; operational objectives; business plan; annual budget; financial regulations; and standing orders and refers back to the Executive Committee regarding any major decisions.

The Family Forum is made up of parents that regularly use SNAP. The Forum meets every term and provides invaluable feedback and helps in the planning of future services.

Volunteers

SNAP has 115 committed volunteers working on a regular basis and more than 250 voluntary hours are worked each week. Holiday sessions and after school clubs are also supported by young volunteers.

Volunteer roles include supporting parents and children in individual sessions and at group activities such as the pre-school children groups and the after school sessions, identifying and cataloguing material for the specialist library, preparing fundraising applications and helping with office duties. Many volunteers work hard for "Friends of SNAP", our local fundraising arm. SNAP was one of the first charities in Essex to receive The Queen's Award for Voluntary Service, which recognised the outstanding achievement and contribution of our volunteers.

It is very difficult to calculate the value of our volunteer input because the volunteers' skills are so varied. There are associated costs to the charity including the management of volunteers by the Manager and other staff, volunteer training, administration and other support.

Related Parties

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. Please see page 12 "Working in Partnership" for further details.

Risk Management

The Trustees have identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. The systems of internal control include:

- a three-year business plan
- an annual budget and regular reviews of the budget against financial results
- identification and management of potential risks to the charity
- annual risk assessments of SNAP's services and operating environment
- annual review of SNAP's policies (listed below)
- clear procedures regarding delegation of authority and segregation of duties
- formulation of business continuity plan

SNAP's Policies

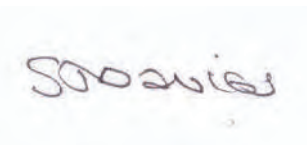
SNAP implements the following policies and procedures, which are regularly reviewed:

- Safeguarding Children & Young People • Uncollected Children
- Anti-Fraud • Whistle Blowing • Bribery Prevention • Code of Conduct
- Compliments, Comments & Complaints • Social Media
- Confidentiality • Data Protection • Diversity & Equality
- Health & Safety • Educational Visits • Lone Worker
- Maternity • Parental Leave • Paternity • Adoption Leave
- Environmental • Infection Control • Volunteering
- Fire Risk Assessment & Fire Procedure • Risk Assessment
- Risks to the Charity • SNAP's Financial Regulations
- Grievance & Disciplinary • SNAP's Internal Standing Orders
- Safer Recruitment • Redundancy

Monitoring and Evaluation

Training has been received in the monitoring, evaluation and quality assurance of SNAP's services. SNAP follows PQASSO, the Charities Evaluation Services' Practical Quality Assurance System for Small Organisations, and we are constantly developing the monitoring and evaluation systems of our services.

This report is prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006. The Report of the Trustees on pages 1 to 21 was approved by the Trustees on 16th April 2013 signed on their behalf by:



Suzanne Davies - Chairman

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

I report on the financial statements of the company for the year ended 31st December 2013 as set out on pages 23 to 31.

This report is made solely to the charity's trustees, as a body, in accordance with the 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 members as a body, for my work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

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

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

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

Basis of independent examiner's report

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

Independent Examiner's Statement

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

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

have not been met; or

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



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

Date: 24th April 2014

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Statement of Financial Activities for the year ended 31st December 2013

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31st DECEMBER 2013

	NOTE	UNRESTRICTED FUND £	RESTRICTED FUND £	2013 TOTAL £	2012 TOTAL £
Incoming resources					
Incoming resources from generated funds					
Voluntary income	2	226,363	202,713	429,076	339,503
Activities for generating funds	3	2,982	-	2,982	2,691
Investment income		3,294	-	3,294	5,969
Incoming resources from charitable activities	4	25,668	-	25,668	31,253
Total incoming resources		258,307	202,713	461,020	379,416
Resources expended					
Costs of generating funds					
Costs of generating voluntary income	6	19,011	-	19,011	12,431
Fundraising trading:cost of goods sold	6	849	-	849	1,304
Charitable activities	5	199,201	221,390	420,591	418,470
Governance costs	7	7,767	-	7,767	8,535
Total resources expended		226,828	221,390	448,218	440,740
Net outgoing resources before transfers		31,479	(18,677)	12,802	(61,324)
Transfers between funds		(354)	354	-	-
Net outgoing resources after transfers		31,125	(18,323)	12,802	(61,324)
Reconciliation of funds					
Total funds brought forward		322,122	362,443	684,565	745,889
Total funds carried forward		353,247	344,120	697,367	684,565

The notes on pages 25 to 31 form part of these financial statements.

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Balance Sheet as at 31st December 2013

BALANCE SHEET

AS AT 31st DECEMBER 2013

	NOTES	2013		2012	
		£	£	£	£
Fixed assets					
Tangible assets	10		357,882		385,416
Current assets					
Cash at bank and in hand		359,397		321,212	
Current liabilities					
Creditors-amounts falling due within one year	11	<u>19,912</u>		<u>22,063</u>	
Net current assets			339,485		299,149
Net assets			<u>697,367</u>		<u>684,565</u>
Reserves					
Restricted funds			344,120		362,443
Unrestricted funds					
Designated funds			50,000		50,000
General funds			303,247		272,122
Total funds	13		<u>697,367</u>		<u>684,565</u>


These financial statements have been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

For the year ending 31st December 2013 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) 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;
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

Approved by the trustee directors on 22nd April 2014 and signed on their behalf by:



.....
Suzanne Davies (Chairman)



.....
John McKay (Treasurer)

COMPANY REGISTRATION NUMBER: 03805837

The notes on pages 25 to 31 form part of these financial statements.

1 Accounting Policies

a. Basis of Preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice-Accounting and Reporting by Charities (SORP 2005) and the Companies Act 2006.

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. Incoming Resources

All incoming resources are recognised once the charity has entitlement to the resources, it is certain that the resources will be received and the monetary value can be measured with sufficient reliability.

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

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

d. Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

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. 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 the 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.

f. 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.

g. Donations in Kind

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

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Notes to the Accounts

2 VOLUNTARY INCOME

	UNRESTRICTED	RESTRICTED	2013 TOTAL	2012 TOTAL
	£	£	£	£
Grants and donations	226,140	202,713	428,853	339,242
Membership fees	223	-	223	261
	<u>226,363</u>	<u>202,713</u>	<u>429,076</u>	<u>339,503</u>

- For details of restricted funds refer to note 13.
- Grants and donations also include Fundraising which incorporates the activities of Friends of SNAP, our grass roots fundraising team.
- SNAP received an unrestricted donation of £50,000 from The McKenna Charitable Trust

3 ACTIVITIES FOR GENERATING FUNDS

	UNRESTRICTED	RESTRICTED	2013 TOTAL	2012 TOTAL
	£	£	£	£
Sale of Christmas cards	1,699	-	1,699	1,292
Sale of other merchandise	197	-	197	380
Other activities	1,086	-	1,086	1,019
	<u>2,982</u>	<u>-</u>	<u>2,982</u>	<u>2,691</u>

4 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2013 TOTAL	2012 TOTAL
	£	£	£	£
Christmas Party	-	-	-	880
Music	1,158	-	1,158	844
Drama	2,721	-	2,721	1,925
SNAPTASTIC	2,078	-	2,078	1,998
SIBS4FUN	1,690	-	1,690	1,480
SNAP+ Disco	175	-	175	430
Family and Parent Counselling	2,658	-	2,658	2,740
SNAP Directory sales (P & P)	-	-	-	30
Yoga Club	1,430	-	1,430	1,330
SNAP on a Monday	1,040	-	1,040	956
Therapeutic Thursdays	1,248	-	1,248	1,680
SNAP centre visits	3,587	-	3,587	4,120
SNAP +	595	-	595	239
Parent and Professional Training	2,815	-	2,815	7,947
Parent Yoga	1,727	-	1,727	1,221
Education Surgeries	1,175	-	1,175	1,790
Photographs	1,571	-	1,571	1,643
	<u>25,668</u>	<u>-</u>	<u>25,668</u>	<u>31,253</u>

- 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.

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Notes to the Accounts

5 RESOURCES EXPENDED - CHARITABLE ACTIVITIES

	UNRESTRICTED	RESTRICTED	2013 TOTAL	2012 TOTAL
	£	£	£	£
Childrens' activities	1,923	9,562	11,485	19,286
Counselling	13	6,480	6,493	6,752
Parent and Professional Training	550	4,343	4,893	9,472
Library	633	1,206	1,839	2,303
Postage	275	2,051	2,326	4,976
Office supplies	14,075	101	14,176	8,742
Printing	-	168	168	-
Salaries	145,915	148,880	294,795	270,387
Staff & volunteer training	2,488	2,395	4,883	1,508
Staff recruitment costs	-	-	-	7,852
Staff and volunteer travel	792	310	1,102	791
Legal & professional fees	-	810	810	2,741
Other expenditure	2,275	-	2,275	2,804
Subscriptions	546	-	546	608
Telephone	30	4,268	4,298	4,006
Premises costs	15,482	8,364	23,846	20,621
Insurance	3,431	-	3,431	3,251
Website costs	-	968	968	9,274
Computer costs	2,060	-	2,060	6,913
Bank charges	310	-	310	190
Photographs	-	1,211	1,211	1,335
Tee shirts	-	1,818	1,818	391
Depreciation	8,403	28,455	36,858	34,267
	<u>199,201</u>	<u>221,390</u>	<u>420,591</u>	<u>418,470</u>

- SNAP launched a new website during 2012
- Computer costs in 2012 include an upgrade to the database

6 FUNDRAISING EXPENDITURE

	UNRESTRICTED	RESTRICTED	2013 TOTAL	2012 TOTAL
	£	£	£	£
Costs of generating voluntary income	3,044	-	3,044	4,363
Salaries	11,800	-	11,800	5,568
Office rent	3,000	-	3,000	2,500
Postage	1,092	-	1,092	-
Website	75	-	75	-
Fundraising trading:cost of goods sold	849	-	849	1,304
	<u>19,860</u>	<u>-</u>	<u>19,860</u>	<u>13,735</u>

- Costs of generating voluntary income includes payment regarding family photographs. SNAP receives a small percentage from the photographer for hosting this event.
- Costs of generating voluntary income also includes entry costs for sponsored activities undertaken on behalf of the charity.
- SNAP is investing in its fundraising capability to ensure that the charity is able to access ongoing funding streams in an ever increasing competitive environment.

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Notes to the Accounts

7 TOTAL RESOURCES EXPENDED

	BASIS OF ALLOCATION	FAMILY SERVICES	VOLUNTARY INCOME	GOVERNANCE	2013 TOTAL	2012 TOTAL
Costs directly allocated to activities						
Childrens' activities/counselling	Direct	17,977	-	-	17,977	26,038
Parent and Professional Training	Direct	4,893	-	-	4,893	9,472
Library	Direct	1,839	-	-	1,839	2,303
Postage	Direct	2,326	-	-	2,326	5,363
Printing	Direct	168	-	-	168	-
Salaries	Direct	294,795	-	-	294,795	270,387
Staff and volunteer training	Direct	4,883	-	-	4,883	1,508
Staff recruitment costs	Direct	-	-	-	-	7,852
Staff and volunteer travel	Direct	1,102	-	-	1,102	791
Office rent	Direct	3,000	-	-	3,000	2,500
Legal & professional fees	Direct	810	-	-	810	2,741
Premises costs	Direct	20,261	-	-	20,261	17,185
Equipment repairs and maintenance	Direct	585	-	-	585	936
Subscriptions	Direct	546	-	-	546	1,279
Telephone	Direct	4,298	-	-	4,298	4,006
Website costs	Direct	968	-	-	968	9,274
Computer costs	Direct	2,060	-	-	2,060	6,913
Photographs	Direct	1,212	-	-	1,212	1,335
Tee shirts	Direct	1,818	-	-	1,818	391
Fundraising expenditure	Direct	-	5,060	-	5,060	4,609
Support costs allocated to activities						
Insurance	Usage	3,431	-	484	3,915	3,735
Office rent	Usage	-	3,000	-	3,000	2,500
Meetings	Usage	-	-	333	333	526
Trustee training	Usage	-	-	-	-	561
Miscellaneous	Usage	2,275	-	-	2,275	2,818
Office supplies	Usage	14,176	-	-	14,176	8,742
Salaries	Staff time	-	11,800	5,000	16,800	10,568
Accountants fees	Usage	-	-	1,950	1,950	1,950
Bank charges	Usage	310	-	-	310	190
Depreciation	Usage	36,858	-	-	36,858	34,267
		420,591	19,860	7,767	448,218	440,740

8 STAFF SALARIES

	2013 £	2012 £
Wages and salaries	280,281	251,926
Social security costs	23,938	21,887
Employers pension costs	7,376	7,142
	311,595	280,955

- No employee received emoluments of more than £60,000.
The number of persons employed by the charity during the year was fifteen.
- The number of employees to whom retirement benefits are accruing under a defined contribution pension scheme is 10 (2012:9).

9 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 £7,376 (2012: £7,142).

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Notes to the Accounts

10 TANGIBLE FIXED ASSETS

	LEASEHOLD PREMISES £	FIXTURES FITTINGS & EQUIPMENT £	COMPUTER EQUIPMENT £	TOTAL £
Cost:				
At 1st January 2013	381,961	124,605	79,421	585,987
Additions	-	6,570	2,754	9,324
At 31st December 2013	381,961	131,175	82,175	595,311
Depreciation:				
At 1st January 2013	87,532	54,196	58,843	200,571
Charge for the year	15,915	13,008	7,935	36,858
At 31st December 2013	103,447	67,204	66,778	237,429
Net book value				
At 31st December 2013	278,514	63,971	15,397	357,882
At 31st December 2012	294,429	70,409	20,578	385,416

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013 £	2012 £
Sundry Creditors	3,496	4,189
Provision for car park maintenance	10,000	10,000
Taxes and social security costs	6,416	7,874
	19,912	22,063

12 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	GENERAL FUNDS £	RESTRICTED FUNDS £	TOTAL FUNDS £
Tangible fixed assets	23,864	334,018	357,882
Current assets	349,295	10,102	359,397
Current liabilities	(19,912)	-	(19,912)
	353,247	344,120	697,367

13 MOVEMENT IN FUNDS

	AT 1st JAN 2013 £	INCOMING RESOURCES £	OUTGOING RESOURCES £	TRANSFERS £	AT 31st DEC 2013 £
Restricted funds					
Capital projects (note 13a)	353,149	9,324	28,455	-	334,018
Other restricted funds (note 13b)	9,294	193,389	192,935	354	10,102
	362,443	202,713	221,390	354	344,120
Unrestricted funds					
General funds	322,122	258,307	226,828	(354)	353,247
	684,565	461,020	448,218	-	697,367

13a Capital projects

	AT 1st JAN 2013 £	INCOMING RESOURCES £	AT 31st DEC 2013 £	EXPENDED ON TANGIBLE FIXED ASSETS £
Various donors	535,931	9,324	545,255	545,255
Less depreciation to date	(182,782)	(28,455)	(211,237)	
	353,149	(19,131)	334,018	545,255

SNAP Special Needs And Parents Ltd - Accounts for the year ended 31st December 2013
Notes to the Accounts

		AT 1st JAN 2013 £	INCOMING RESOURCES £	OUTGOING RESOURCES £	TRANSFER GENERAL FUNDS £	AT 31st DEC 2013 £
13b Other restricted funds						
Donor	Restriction					
ECC Schools Children & Families	SNAP Directory research	-	5,000	5,000	-	-
ECC Schools Children & Families	SNAP Directory Project 2013/14	-	10,000	10,000	-	-
NHS SW Essex Voluntary Sector Grant	Support to carers	-	4,911	4,911	-	-
ECC Public Health Grant 2013/14	Support to carers	-	9,772	8,403	-	1,369
ECC Local Priority Funding	Family support worker	2,000	-	2,000	-	-
ECC Local Priority Funding	Family counselling	2,500	-	2,500	-	-
Paul & Rachel Jeffreys Charitable Trust	Music making	-	8,000	8,000	-	-
NHS South West Essex	SNAP's support to children and young people with special needs	-	14,625	14,625	-	-
ECC Short Breaks for Disabled Children	Holiday sessions & after-school clubs	-	51,223	51,223	-	-
NHS Basildon & Brentwood CCG	SNAP's support to children and young people with special needs	-	29,835	29,835	-	-
NHS Thurrock CCG	SNAP's support to children and young people with special needs	-	14,040	14,040	-	-
ECC Family Innovation Fund	Improving Family Relationships	-	13,360	12,915	-	445
ECC Family Innovation Fund	Family Empowerment Project	-	12,500	9,700	-	2,800
Council for Disabled Children	Volunteering programme	-	5,000	2,655	-	2,345
Thurrock Disabled Children Service	SNAP Directory research	-	1,468	1,468	-	-
Lakesides Heart of the Community	Library	-	500	500	-	-
Inner Wheel Club of Brentwood	Toys	-	100	100	-	-
QBE Foundation	SNAP Helpline	4,794	10,000	11,651	-	3,143
Moody Charitable Trust	SIBS4FUN 2013	-	2,500	2,500	-	-
Rotary Club of Brentwood a Becket	Zoo meal allowances & equipment	-	850	850	-	-
ECC Short Breaks for Disabled Children	Contribution to Khoros staff training costs	-	59	59	-	-
Capital items						
ECC Short Breaks for Disabled Children	Interactive Table & Musical Floor	-	6,570	6,570	-	-
Ford Britain Trust	Computers	-	2,400	2,754	354	-
		9,294	202,713	(202,259)	354	10,102

14 RESERVES POLICY

In setting the reserves policy, the trustees have taken into account several factors, including the following: a source of income, for example, a grant, not being renewed, an unexpected need caused by a significant operational problem at The SNAP Centre, the time taken to develop new sources of income, for example from charitable trusts, and any delays in receiving pledged income.

When determining the appropriate level of reserves in a given year, the trustees monitor the economic background. In 2013, SNAP received £178,362 of funding through statutory sources, just under 40% of the charity's total income of £461,020. The charity has £165,080 of statutory income promised for the year 2014 (as at April 2014) and only £19,625 pledged for 2015.

The budget for 2014 is for £486,380 of income and £490,203 of expenditure.

The reserves policy is to maintain unrestricted reserves of nine months' forward expenditure. The budget for 2014 is that nine months' expenditure will be £367,652.

At 31st December 2013 the unrestricted reserves were £353,247.*

The SNAP Centre is now seven years old. It is imperative that it remains a bright and welcoming environment for its users. SNAP is responsible for the upkeep of the interior of the building including all: floors; walls; ceilings; gas, electrical, water and sanitary apparatus; external doors and windows; and the outside terrace. The trustees are mindful that significant expenditure will increasingly be required on the refurbishment of the centre. The trustees have therefore designated £50,000 to a building reserve in order that building refurbishment costs over the next few years can be met immediately when necessary.

As explained above, the trustees have designated £50,000 of the total unrestricted reserves to the building reserve. The general reserve of the charity is therefore £303,247.

Given the recent decline in reserves and the 2014 budget, the trustees consider them to be at the appropriate level.

** Donations made to the charity for a specific purpose have to be placed in a restricted fund. All other funds are unrestricted funds.*

15 TRUSTEES' REMUNERATION AND EXPENSES

Charity funds have been used to purchase trustees indemnity insurance at a cost of £484, 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.