

SNAAP – making a difference

STRATEGIC PLAN 2016-2020



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Foreword

Welcome to SNAAP's strategic plan for 2016 to 2020. This plan describes how we plan to develop over the next five years. Our charity is focussed on supporting disabled children and young people and their families and also providing affordable activities and opportunities for short periods of respite care in the East Kent districts. On the following pages, we set out our core mission, aims and short and long term objectives and we also present the fundamental principles that underpin all our work.

In addition to providing support and leisure activities to disabled children and young people and their families in Canterbury, Whitstable, Herne Bay and surrounding villages, SNAAP will also provide specialist clubs and holiday play schemes in Swale and Shepway, and will work with partner organisations to ensure families with disabled children in Thanet receive appropriate services.

SNAAP has a key role in supporting parents, by providing an extensive range of services for children and young people with every kind of disability aged 0 to 25 years, and we will continue to develop our services to meet the needs of the families. We know that disabled children and young people can be very challenging in the family setting, and that from time to time parents and carers need a break from those challenges so that they can have time for themselves or to spend with their non-disabled children. We understand this need, and therefore aim to provide services for disabled children which enable families to have quality time together.

SNAAP, in common with other voluntary and charitable organisations, faces uncertain times, particularly with pressures from central government having reduced funding to local authorities. We will meet this challenge head on by continuing with our fundraising efforts, by applying to appropriate charitable organisations and foundations for funding and by continuing work to raise our public profile. Any help that you can give to these activities will be greatly appreciated.

It is our intention that the delivery of the strategic objectives set out in this plan will contribute to improving the lives of our disabled children and young people and their families, by addressing educational, social and emotional needs.

Stephanie Swan
Chair

Carrie Wood
Manager

Our mission and vision

Mission

SNAAP aims to improve the quality of life of disabled children and young people, their carers and the whole family by providing information, support, advice and leisure activities within a friendly, safer and non-judgemental environment, and by giving them the confidence to be part of mainstream society.

Vision

SNAAP inspires and empowers parents and carers to access the best services and support available to improve their quality of life and ensure their disabled children achieve their life goals.

Our Values

We believe:

- In welcoming children and young people with all types of disabilities to our services, whether formally diagnosed or not – disabilities might include autism, cerebral palsy, Downs syndrome, sensory impairment , speech and language difficulties and learning difficulties
- Parents should be empowered to access the best services by being able to make informed choices
- Disabled children and young people deserve to receive the best services and support
- Disabled children and young people have much to offer the mainstream community
- People with the experience of disability and special needs should be part of our organisation – management, expert advisors and staff – they will ensure we never lose touch with the real issues our families have to deal with
- In providing demand led services, by listening and actively seeking feedback from our service users: both the disabled children and young people and their families
- In monitoring and evaluating our services and activities and learning lessons from those evaluations, so that future services can be improved
- In valuing the staff that deliver our services and activities: working with children and young people with multiple disabilities demands exceptional staff who themselves need to be supported
- In providing high value activities that are affordable
- Parents should receive a timely and appropriate response to requests for assistance before they reach crisis point
- That having a disabled child affects the lives of the whole family and we endeavour to include them all
- In encouraging the future, personal and social development of disabled children and their families
- No child should miss out on accessing activities due to their disability

Where are we now?

The following is a snapshot of SNAAP's achievements and current position:

- A registered charity (no: 1130149) and a company limited by guarantee (reg. no: 06800689) providing support, advice and activities to over 700 families of disabled children in the Canterbury district, and 120 families of disabled children in other districts of East Kent
- 500+ parents and carers supported in 2015 including telephone help line, home visits, specialist toy and book library, drop in clinics, days outs and activities
- Three core staff, two part-time support play leaders and a part-time book keeper
- 40 sessional Play Support Workers who work with us regularly
- 50 volunteers that we can call on to help support activities
- 91 days of activities run in calendar year 2015
- Activities run every Monday to Friday during school holidays
- Specialist clubs run on Saturdays during term time in four districts, Canterbury, Swale, Shepway and Thanet
- Regular youth club and sports club sessions during term time
- An after school club run on Wednesdays during term time
- Consistently received funding from Canterbury City Council for core services, including family support
- Funding from Kent County Council to run specialist Saturday clubs, and summer play schemes in Canterbury, Swale, Shepway and Thanet
- Magical Winter Wonderland has become a biennial event, and a Halloween party an annual event
- Local communities more aware of SNAAP's existence, and wish to partner with or support its work
- Located at Windchimes, Reynolds Close, Herne Bay – a purpose built building for disabled children

Aims, objectives and outcomes – Strategic Plan 2016-2020

Over the next five years, we want SNAAP to:

- be recognised as the foremost provider of support, advice and leisure activities for families of disabled children and young people in the Canterbury district
- continue to run and expand its services into other districts of East Kent where we know there is a lack of similar support and activities for families of disabled children and young people, including Swale, Shepway and maybe Thanet
- work closely with other local charities and organisations working within the sector to ensure our services complement each other and do not overlap
- continue working with external partners such as Canterbury City Council, Kent County Council, Children's Centres, St Nicholas Special School and others, to ensure that we maximise resources and deliver the best service possible to families with disabled children
- maintain a solid financial base from which to operate – we know that it's unlikely we will ever be fully funded at the start of a year, but we want to build reserves to give some surety of our existence

In order to deliver the above, 4 overarching strategic aims have been developed:

Aim 1: to strengthen our current services in the Canterbury district

Aim 2: to expand and develop new services in the Canterbury district

Aim 3: to expand our services to other districts in need of our work

Aim 4: to build and maintain a strong organisation

Aim 1: to strengthen our current services in the Canterbury district

SNAAP will continue to provide its current services to families of disabled children in Canterbury, Whitstable, Herne Bay and surrounding villages. We will respond to children's and families' needs following consultation with them. We will try to keep affordable the financial contribution required from parents accessing services and activities, as we recognise that families may be experiencing financial hardship.

Objective	Outcome
To provide a range of activities suitable for all ages and disabilities during half term, Easter and summer holidays	At least 50% of families on our database have participated in at least one activity during two school holidays
To continue to run specialist clubs and holiday schemes in Canterbury from April 2016, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services for children and young people aged 8-15 and 16-25	26 children and young people attend 75% of sessions Impact of scheme and feedback from stakeholders analysed and reported to SNAAP's Board and funder at least annually
To optimise the use of the accessible beach hut in SNAAP's activities programmes, and offer its facilities to families for rent at an affordable cost	1. Recover at least 25% of annual rent through external renting 2. SNAAP activities utilise the facility at least 10 times during each rental year
To provide one large party style event at Windchimes each year including Winter Wonderland in alternate years beginning 2016	Maximum attendance (limited by capacity) at the large events at Windchimes achieved
To run SNAAP's specialist toy and equipment library weekly during term time at Stay and Play	At least 120 items borrowed from the specialist toy and equipment library each year
To run a fortnightly inclusive youth club (Inclusive Us) for disabled young people aged 11+ at Canterbury's Riverside Youth Centre during term time	At least 15 children and young people attended the inclusive youth club each session
To run a fortnightly youth club, Zone Out, for disabled young people aged 11+ at Whitstable Youth and Community Centre during term time	At least 15 children and young people attended the Zone Out group each session
To run a fortnightly sports club for disabled children aged 8+ during term time	Maintain average attendance at 20 children and young people per session
To provide support to parents and carers in completing DLA & PIP forms on request	Assistance provided for completion of DLA forms, contact to be made within 5 working days and where possible completion within 2 weeks
To provide one on one advice and support to parents and carers who are experiencing behavioural difficulties from their disabled children and young people – this to include advice and guidance on sexual health	Funding secured to pay for staff resource to continue delivery of advice and support on behavioural issues to carers and parents One to one advice and support provided to families as the need is identified, through Stay and Play, individual home visits and drop in sessions at local venues

To provide a telephone helpline and where necessary visits to families where they request help and support	Response to requests for help from families provided within five working days
To provide leisure and support services for pre-school children with special or additional needs	Provide at least one activity suitable for pre-school children with special or additional needs in the school holidays programme of activities
To provide an after school club during term time – Stay and Play – and use the club as a mechanism to provide access to the family support work, and also encourage families with pre-school age children to attend	Attendance of at least 25 families attend each session

Aim 2: to expand and develop new services in the Canterbury district

SNAAP will seek funding to provide increased support to families of disabled children, including advice on behaviour, physical intervention, sexual health and Makaton sign language training thereby optimising skills and experience of existing core staff. We will seek to develop formal partnerships with local organisations providing services for children and young people. We will also seek funding to provide life skills training to disabled young people as they reach a transitional stage of their lives (age 19+) and also to support their carers at this time

Objective	Outcome
To provide a targeted holiday scheme for children 8-15 for two years starting April 2016 – funded by KCC	At least 15 children attend 75% of available days in each financial year
To provide a targeted holiday scheme for young people aged 16+	At least 8 young people attend 75% of available days in each financial year
To link with local organisations that provide services for children and young people to help ensure that their activities are accessible to disabled service users and that the needs of the families are considered	A strong network of partnerships developed and maintained with local organisations
	A range of additional activities and services available to, and accessible by, disabled children and young people and their families provided by partner organisations
To provide life skills training to disabled young people to help them achieve independence and maximise their potential	Funding secured to provide life skills training to disabled young people as they reach a transitional stages of their lives by end 2016
To support parents and carers when their disabled children reach a transitional stage of their lives (age 19+)	Ongoing funding secured to provide family support advice to parents and carers of disabled children at transitional stages of their lives

Aim 3: to expand our services to other districts in need of our work

SNAAP will seek funding from local authorities and trusts and foundations to enable it to provide specialist services to Swale district, including the Isle of Sheppey, which due to its isolation has a particular need, and to explore the potential of providing other holiday activities to targeted children and young people. It will seek funding from local authorities to continue to provide specialist Saturday clubs and holiday playschemes in the Shepway district. It will continue to work with charities and other organisations to assess whether there is a need for SNAAP's services and activities in Thanet district, and if so will seek funding to provide services there.

Objective	Outcome
To continue to run specialist clubs and holiday schemes in Swale from April 2016, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services for children and young people aged 8-15 and 16-25	26 children and young people attend 75% of sessions Impact of scheme and feedback from stakeholders analysed and reported to SNAAP's Board and funder at least annually
To continue to run specialist clubs and holiday schemes in Shepway from April 2016, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services for children and young people aged 8-15	10 children and young people attend 75% of sessions Impact of scheme and feedback from stakeholders analysed and reported to SNAAP's Board and funder at least annually
To identify whether targeted SNAAP's services are needed in the Swale district by undertaking research and a needs assessment including consulting and working with other organisations and potential service users by end 2018	Gaps in service identified in Swale district by 31 December 2018
To recruit staff and secure venue to run specialist clubs and holiday schemes in Shepway from September 2016, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services for children and young people aged 16-25	Sufficient staff recruited, suitable venue identified and specialist Saturday club and holiday scheme in Shepway run from September 2016 10 children and young people attend 75% of sessions Impact of scheme and feedback from stakeholders analysed and reported to SNAAP's Board and funder at least annually
To identify whether targeted SNAAP's services are needed in the Thanet district by undertaking research and a needs assessment including consulting and working with other organisations and potential service users by end 2019	Gaps in service identified in Thanet district by 31 December 2019

Aim 4: to build and maintain a strong organisation

SNAAP faces significant challenges with its core funding streams, especially as the impact of central government cuts on funding to local authorities is felt. It is essential for SNAAP to raise its profile with potential funders, and proactively seek out funding opportunities from local authorities, trusts and foundations and by local fundraising within the community. We will increase our staffing and services in line with funding that we have to deliver them, we will not compromise on quality or value for money. We will ensure our existing staff, permanent, sessional and volunteers are fully trained, supported and highly motivated.

Objective	Outcome
To build our general fund by fundraising in the community and by maximising income opportunities at SNAAP's routine events	A planned annual programme of fundraising events – at least six per year – reviewed by the Management Team and the Board
	At least £6,000 raised by fundraising events in the community each year
	Financial support or donations of prizes for raffles valued at £1,000+ secured from local businesses each year
To raise awareness of SNAAP within the local community	At least one high profile person secured to be a patron of SNAAP by end 2017
	SNAAP activities regularly reported in the local press
	Awareness sessions of SNAAP's services offered to local groups who work with children and young people SNAAP activities regularly reported in the local press
	Social Media: Facebook and Twitter optimised to promote SNAAP's successes and activities
	Half yearly newsletter, led by Trustees, produced for stakeholders and supporters from autumn 2016
	Film maker to be identified and commissioned to produce affordable videos of interviews with SNAAP's service users and for these to be hosted on SNAAP's website by end 2018
To ensure sound governance of SNAAP	More diversity and skills mix recruited to the management board by end 2017
	Diversity and skills mix of the management board maintained
	Board of Trustees meetings receive reports on project progress, fundraising and financial position
To consult with service users in developing and influencing SNAAP's services	During 2016 develop a mechanism for young people to provide feedback and make suggestions about SNAAP's services

	Carry out an annual consultation with parents and carers and service users about success of SNAAP's activities and provide opportunity to influence service development
	Management Board participated in the consultation activities and receive results at least annually
To ensure our core staff are trained, supported and highly motivated	Core staff feel valued and able to participate in the development of SNAAP
To ensure our sessional staff and volunteers are fully trained, supported and highly motivated	More than enough trained volunteers and sessional staff available to staff our events
To have a formal accreditation and become recognised by OFSTED by end 2019	Meet PQASSO first level standard by end 2018