



# SNAAP

(Special Needs Advisory and Activities Project)



**SNAAP** – making a difference

## Strategic Plan 2011-2015



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# Foreword

Welcome to SNAAP's strategic plan for 2011 to 2015. This plan describes how we plan to develop over the next five years. Our charity is focussed on supporting disabled children, young people and their families and also providing affordable activities and opportunities for short periods of respite care in the East Kent area. This plan sets out our core mission, aims and short and long term objectives. It also presents the fundamental principles that underpin all our activities.

In addition to providing support and leisure activities to disabled children and young people and their families in the districts of Canterbury, Herne Bay and Whitstable, SNAAP has ambitions to extend into the district of Swale: Faversham, Sittingbourne and the Isle of Sheppey and its villages. We will also consider expanding further into Thanet district, if a needs assessment and consultation exercise finds additional services are needed.

SNAAP has a key role in supporting parents, by providing an extensive range of services for children with every kind of disability aged 0 to 19 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 demanding in the family setting, and that from time to time parents and carers need a break from those demands 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 potential reduced funding from local authorities. We will meet this challenge head on by increasing our fundraising efforts, by applying to appropriate charitable organisations and foundations for funding and by raising our public profile. Any help and support that you can give to these activities will be really appreciated.

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

Vanessa Boukharouba  
Interim Chair

Carrie Wood  
Project Leader

## 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, safe 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 disabilities
- 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 breaking 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

**SNAAP** – making a difference

## Where are we now?

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

- a registered charity (no. 1130149) and company limited by guarantee (reg. no. 06800689) providing support, advice and activities to 700 families of disabled children in the Canterbury district – unique in this part of Kent
- 500+ parents and carers supported in 2009/10 including telephone helpline, home visits, training courses, specialist toy and book library, drop in clinics, days out and activities
- 3 core staff, a part time play support leader and a part time book keeper
- 13 sessional Play Support Workers who work with us regularly
- 30 volunteers that we can call on to help support activities
- 111 days of activities run in calendar year 2010
- activities run every Monday to Friday during school holidays
- weekend events run outside of school holidays included a trip to Nausicaa in France, a sleepover at the Science Museum and many more
- regular youth club and sports club sessions
- consistently received funding from Canterbury City Council for core service, including family support
- funding received from Children in Need and Collyer Fergusson enabled us to extend activities during school holidays as well as increase volunteering to help staff the extended service
- Magical Winter Wonderland event and an annual summer birthday party for Windchimes run for past two years
- published the third edition of the Resource Directory of services for disabled children and their families in 2010
- organised 2 days out for pupils of St Nicholas Special School in 2010 with more planned – funded by St Nicholas School
- created a youth forum, ZAG (Zoneout Action Group), which influences the provision of SNAAP's services for disabled young people
- located at Windchimes, Reynolds Close, Herne Bay – a purpose built building for disabled children

## Aims, objectives and outcomes

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
- expand its services into Swale district where we know there is a lack of similar support and activities for families of disabled children and young people, and to investigate whether expansion into Thanet district is appropriate and viable
- work closely with the new charity 4 us 2 which is being formed and located in Windchimes, 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
- build 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. We will also offer families the opportunity to pay in instalments when they book for more than one activity at a time.

### **Objectives**

- To provide a range of activities suitable for all ages and disabilities during half term, Easter and summer holidays
- To provide two large events at Windchimes each year – one in the summer and one in the winter – partnering other organisations
- To run SNAAP's specialist toy and equipment library monthly at Windchimes
- To run a weekly inclusive youth club for disabled young people aged 11+ at Canterbury's Riverside Youth Centre
- To run a fortnightly youth club, Zone Out, for disabled young people aged 11+ at Whitstable Youth and Community Centre
- To develop and run a fortnightly sports club for disabled children aged 8 and over
- To organise day trips for pupils of St Nicholas's Special School during school holidays
- To provide support to parents and carers in completing DLA forms on request
- To provide a telephone helpline and where necessary visits to families where they request help and support
- To update the Resource Directory during 2013-14
- To develop and provide leisure and support services for pre-school children with special or additional needs in consultation with service users and their families

### **Outcomes**

- At least 50% of families on our database to have participated in at least one activity during two school holidays
- Maximum attendance (limited by capacity) at the large events at Windchimes achieved
- At least 30 toys borrowed from the specialist toy & equipment library each month in 2011 increasing by 5% in each subsequent year
- At least 15 children and young people attended the inclusive youth club each week
- At least 15 children and young people attended the Zone Out group each session
- Revamped Sports Club launched in 2011 and average attendance increase to 50 children and young people per session
- Attendance by St Nicholas's School pupils on day trips maximised and a contribution towards SNAAP's overheads secured from the activity
- Assistance provided for completion of DLA forms, contact to be made within 5 working days and, where possible, completion within 2 weeks
- Response to requests for help from families provided within five working days
- Funding secured to update, print and distribute 1,500 copies of the Resource directory
- Following consultation with service users, secure funding and provide at least one regular activity for pre-school children with special or additional needs by 2012

## **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 also 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.

### **Objectives**

- To provide one on one advice and support to parents and carers who are experiencing behavioural difficulties from their disabled children and young people
- To provide advice on sexual health to groups of disabled young people and their carers
- To be an accredited provider of Makaton sign language training in the Canterbury district, including to groups working with disabled children and young people, local businesses, colleges and schools
- 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
- To provide life skills training to disabled young people to help them achieve independence and maximise their potential
- To support parents and carers when their disabled children reach a transitional stage of their lives – age 19+

### **Outcomes**

- Funding secured to pay for staff resource to deliver advice and support on behavioural issues to carers and parents by end 2011
- One to one advice and support provided to families as the need is identified
- Funding secured to provide sexual health advice to groups of disabled young people and their parents and carers, and a programme of sessions run at each youth club with separate sessions for parents and carers
- Makaton training provider status accredited
- Makaton training service provided to local groups, businesses and educational establishments on a cost recoverable basis
- Links formed with at least one local organisation by the end 2011, with at least one new partnership formed in each subsequent year
- A range of additional activities and services available to, and accessible by, disabled children and young people and their families provided by partner organisations
- Funding secured to provide family support advice to parents of disabled children at transitional stages of their lives by end 2012
- Funding secured to provide life skills training to disabled young people as they reach a transitional stage of their lives by end 2012

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

Following a comprehensive needs assessment involving other organisations and potential service users, SNAAP will seek funding from local authorities and trusts and foundations to enable it to expand services to Swale district, concentrating in particular on Isle of Sheppey which due to its isolation has a particular need. It will 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.

#### **Objectives**

- To identify the services most needed in the Swale district by undertaking research and a needs assessments including consulting and working with other organisations and potential service users during 2011
- To identify the services most needed in the Thanet district by undertaking research and a needs assessments including consulting and working with other organisations and potential service users during 2013
- To pilot initial services in Swale during 2012, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services
- To pilot initial services in Thanet during 2014, and evaluate their success through seeking feedback from service users, their families and the personnel involved in delivering the services

#### **Outcomes**

- Gaps in services identified in Swale by end 2011 and Thanet districts by end 2012
- Funding raised to provide the most needed services in Swale
- Staff recruited, and services piloted in Swale during 2012
- Funding raised to provide identified needed service in Thanet
- Resources recruited and services piloted in Thanet during 2014
- Pilot services evaluated in Swale and Thanet districts, and funding secured to develop further and run services responding to needs of service users and their families

#### **Aim 4: to build and maintain a strong organisation.**

SNAAP faces significant challenges with its core funding streams, especially as the impact of government cuts on funding to local authorities is felt. Therefore 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 in 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.

### **Objectives**

- To build our general fund by fundraising in the community and by maximising income opportunities at SNAAP's routine events
- To raise awareness of SNAAP within the local community
- To ensure sound governance of SNAAP
- To develop further the role of ZAG in developing and influencing SNAAP's services
- To reduce the amount of paper we consume by encouraging email as the preferred medium by which to notify parents of forthcoming programmes
- To ensure our core staff are trained, supported and highly motivated
- To ensure our sessional staff and volunteers are fully trained, supported and highly motivated

### **Outcomes**

- A planned annual programme of fundraising events – at least six per year – reviewed by the management team at Board meetings
- At least £6,000 raised by fundraising events in the community every year
- Financial support or donations of prizes for raffles, valued at £1,000+ secured from local businesses each year
- At least one high profile person secured to be a patron of SNAAP by end 2012
- SNAAP's activities regularly reported in the local press
- Awareness sessions of SNAAP services offered to local groups who work with children and young people
- More diversity and skills mix recruited to the management board by end 2011
- Board of Trustees meetings re-structured and receiving pertinent reports on project progress, fundraising and financial position – by end 2011
- By end 2011 the management board to receive a report from ZAG including suggestions for improving and developing services and feedback on existing services at least twice a year
- By end 2011 to be notifying at least 50% of parents on the database of forthcoming events through electronic means
- Core staff feel valued and able to participate in the development of SNAAP
- More than enough trained volunteers and sessional staff available to staff our events