

SNAPS YORKSHIRE CIO

ANNUAL GENERAL MEETING

REVIEW OF THE YEAR: APRIL 2025 – MARCH 2026

REVIEW OF THE YEAR - Achievements and performance

This past year has been one of the more challenging periods facing SNAPS, primarily due to continued uncertainty in the VCSE marketplace, both at local and national levels, and concerns regarding the stability and longevity of one of our contracted delivery sites. Despite these challenges, our team has managed an excellent operational, fundraising and finance year, including opening a new site and continuing to improve the external awareness of our charity, and our position and profile in Leeds and West Yorkshire.

This review looks at four specific areas – Operations, Finance, the Board of Trustees, and the future of SNAPS.

Operations

This has been another difficult year for many of our children and families, faced with declining public services and reducing support for the charity sector from both national and local government, increasing living costs and ongoing concerns regarding the delivery and quality of the SEND provision to families in Leeds. It is clear that many services and charities are continuing to struggle, with closures and service reductions now regular events. The SNAPS' team has been working at full stretch to meet the burgeoning need, as shown by the extensive backlog of children and families on our waiting lists. Many of our clients have expressed their thanks for the positive support received and the continuity provided by our on-going presence. We have also shown creativity through the provision of multiple therapeutic supports, including music, dance, art and animals, and expanding to include support for older children. The quality of our operational support and management continues to be recognised by those in authority, and our opinion is sought on charity sector issues.

We have also focussed on ensuring that our team of employees and volunteers, and in particular their mental health and wellbeing, is supported at all times. SNAPS has continued to be able to successfully recruit new team members, who have then been fully trained and are delivering our services to, and above, the required standards. We have continued to review and improve our management and policy structures, such as business and financial planning, and strategic development, and have invested in planning both for this fiscal year and beyond.

The long running search for an additional site to enable SNAPS to deliver a more extensive range of supportive therapies and meet the identified need across the region has been successful and we opened services at the Co-op Brierley site in Cross Green, Leeds, from September 2025. This action was unfortunately balanced by the loss of the Broomfield South SILC for redevelopment. We hope that at a future date we will be able to recommence services from Broomfield once the work has been completed. SNAPS is represented on all relevant committees of Leeds City Council where the voices of our families need to be heard, on the Leeds Community Foundation Charity Advisory Group, and we continue to host the Leeds Parent Carer Forum, having assisted in their re-establishment in 2023. We

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also continue to support and chair the West Yorkshire Children's Additional Needs Network (WYCANN), now over 100 organisations strong, which SNAPS co-founded in 2016, to improve the flow of information and communication between charities and statutory bodies from education, healthcare and Local Government across the region. The CANNs are continuing to grow towards being a national group, with organisations in South Yorkshire, the North East and the West Country, and interest in the model from other areas of the country,

Finances

Although raising funds has continued to be challenging in a marketplace which has been stretched ever tighter by the tough economic conditions prevailing, and the increasing use of applications generated through use of Artificial Intelligence, our fundraising team has performed very well and delivered a strong result. As a result of the generosity of our many supporters and a lot of hard work from the team, SNAPS ended the current year in a strong financial position, despite running a planned deficit. We continue to work towards the charity being as sustainable as possible.

Amongst our contributors, it is important to mention the Alerce Trust, which continues its generosity, along with an increasing number of individual and corporate supporters, and in particular Irwin Mitchell, supporters for many years. SNAPS has a good story to tell and we have learnt to tell it well, showing that we can competently manage the steady growth required to build a successful organisation and expand the provision of service to the families of Leeds and West Yorkshire. SNAPS is an independent charity, not an agency of social services or Leeds City Council, and we take no financing from local or national government in any form, other than grants of £27,500 per annum which we manage on behalf of Leeds Parent Carer Forum, as part of our hosting role. In the current economic climate, and with cuts to government contracts and grants so prevalent, our independence has been seen by our funders as a strength.

The Board of Trustees

We are fortunate in having a group of talented volunteers with widely differing backgrounds and skills to be the current Board of Trustees, including 4 hard pressed parents, to help set strategy and provide oversight of our work, and I would like to acknowledge their brilliant work and contribution in the last year in helping to deal with the issues facing the charity. Our Trustees have a range of lived and professional experience, which helps to provide stability, certainty and continuity. Many Trustees are in their second or third 3 year term, which is especially impressive. The quality of our work as a Board was formally recognised by winning a national award at the Charity Governance Awards 2025 in competition with a number of much larger charities, including those operating nationally.

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The Future of SNAPS

The challenges facing small and medium sized charities have never been greater, but as a Board, our aim is to ensure continuance of our programme, and plan for further development and growth, supported by the good will and contributions of our many families, supporters and stakeholders. Since 2015, SNAPS has grown by a factor of 10-12 times in terms of provision of services, income and reserves, which is a tremendous performance in a demanding marketplace, and an excellent advertisement for the hybrid business model which we have adopted, developed and used to such advantage.

The good news in this Review is down to the hard work and determination of the team and the family that is SNAPS