

NORFOLK SEN NETWORK

Business Plan 2025 – 2028

Helping Access Special Needs Education



Date	Revised By	Summary
June 2025	Trustees & staff Feb 2025	
May 2022	Trustees & staff May 2022	Format amendments interim plan redefined
August 2019	Trustees May 2019	Format amendments Interim plan redefined

MISSION STATEMENT

Norfolk SEN Network mission is:

To advance the education of children and young people (up to the age of 25) with special educational needs and, in particular, to educate the parents of such children and informing young people themselves of their rights about all matters relating to their education and to preserve and protect their health.

1. EXECUTIVE SUMMARY

Norfolk SEN Network is unique in the Norfolk area being able to offer a totally independent and impartial service to families and individuals.

It brings with it a long-term knowledge of the education system and processes, experience and professionalism which manage difficult cases to support those who need it most.

Our services are in great demand, we have seen an increase year on year with the calls to our telephone helpline and with the direct contact we have with families. In addition, changes to educational legislation mean the working practices of the local authority are being altered to meet these requirements and school, training centres and colleges are in a time of dramatic change. The legislation brings with it confusion and we know schools in certain instances do not have the skills to adapt to support those who need it most and young people with special educational needs – we are able to advise and guide these families and parents.

We bring confident staff and volunteers who are able to engage and provide partnerships with the local authorities and other statutory bodies and provide a professional service helping to evaluate the local services and improve it where necessary.

We continue to grow our membership and presence.

2. ORGANISATION DETAILS

2.1 Background

Norfolk SEN (Special Education Needs) Network has been supporting parents of children with special educational needs in the county since 1987.

Norfolk SEN Network aims to help all parents of children with special educational needs to find the education they feel is right for their child, whether they are in a mainstream or specialist provision.

The charity has 5 part-time staff consisting of 4 development workers who all administer the day-to-day activities of the charity supervised by our Senior Development worker who oversees their work focusing directly on supporting families, attendance at school reviews, providing support and legal assistance with Appeals of Education Provision or placement, exclusions, training of members, external public and professionals, advisory service and partnerships with Local Authority educational departments, fundraising and advisory service and partnership with other education health bodies, administration duties for the charity, promoting the charity and membership and raising awareness of educational legislation and impact to individuals with special educational needs. We have a part-time administrator helpline worker who facilitates the day-to-day running of the charity and answers calls to the helpline who works from our office; 1st Floor Portal House, 7B Alkmaar Way, Norwich, NR6 6BF.

The charity achieved its ambition to move into more suitable accommodation in Jan 2024 thanks to a 4-year National Lottery grant. It has enabled the charity to hold training, tribunals and meetings in-house for parents to come in and discuss their child's case.

The staff are committed to helping everyone they can and work tirelessly to achieve this. We know the services we provide are in great demand and it is frustrating that the resources that enable us to help everyone and every legal case which we encounter, are limited. The demands and emotional strain put on our staff is very high when dealing with these cases where in many instances families are desperate and the charity is seen as their last hope.

The charity is governed by a volunteer-based Committee and Trustees' body, who participate with assisting with overseeing aspects of the management arrangements.

The charity provides a professional and caring service to its members and assists numerous families and individuals each year with understanding to help them through the complex legal and intimidating education system and structures. This covers not only Direct contact with the County Education Departments, their legal departments or solicitors, appeals courts, or direct involvement with schools and colleges to assist with developing the right provision for the child or young person. It provides the ability for families and parents to talk openly about their difficulties, to be listened to and reassured that help can be provided.

Our main area of work and support focuses within the Norfolk area; this is a very rural county with pockets of deprivation in the city of Norwich, Great Yarmouth, King's Lynn and Thetford. Norfolk SEN Network supports parents across the 'whole' of the county, with many parents living in the most deprived areas.

This business plan covers the period from May 2025 to April 2028, which sees the Children and Families Act 2014 moving on and a complete review of SEND is currently underway.

The Business Plan has been refreshed to encompass the charities current aspirations and with further change possible once the send review is complete.

What is special education provision?

Previously the 1996 Education Act put a duty on the local educational authorities to identify, assess and provide for all children with special needs. In some cases, this would have led to a statement of special educational needs being drawn up by the Education Authority.

However, in September 2014 this changed to reflect the Children's and Families Act, which brought changes on how children with special educational needs are assessed and the provision made for them. One change meant increasing the age a child/young person can receive support to the age of 25, provided they are in a formal educational setting.

All Local Authorities now have to publish a directory called the Local Offer. This is a list of services that are available to parents and children with SEN throughout Norfolk

Children are assessed and provided with an Educational Health and Care Plan (EHC) Plan.

The right of the parents to appeal a decision with regard to provision and/or placement remains the same. It also gives young people aged 16 to 25 years, the right to take their case to a hearing.

The SEND Review began in January 2025. It proposes to completely review current provision and legislation. The outcome of the consultation will be announced in the Autumn and an amended Code of Practice issued.

2.2

Charity Name:	Norfolk SEN Network
Office Address:	1st Floor Portal House, 7B Alkmaar Way, Norwich, NR6 6BF
Telephone number:	0330 043 0225
E-Mail:	norfolksennetwork@hotmail.co.uk
Website:	www.norfolksennetwork.org
Legal status:	
Registered Address:	2A Eastern Crescent, Thorpe St Andrew, NR7 0UE
	Charity Reg no: 1044353
	HMRC Reg no: XR63655

3 WHAT THE CHARITY DOES

3.1 Vision of success

Norfolk SEN Network has the commitment of staff and volunteers who want to help individuals and allow the child or young person to reach their full potential, be successful, safe and happy within the educational setting.

We want to share our expertise, to be the local experts relating to education provision and to work in partnership with the Local Authority and like-minded statutory bodies or charities to raise awareness of difficulties with systems and services on offer and to assist with improving these, thus enabling individuals to access specialist services and/or education which is right for their needs.

We will grow a membership allowing those who need it, greater access to our specialist knowledge and provide information which empowers families to understand their rights and be confident when discussing what is needed and the provision to be put in place for the child or young person.

We will increase our staff resources and volunteers to enable greater direct involvement with families to increase the level of support and to provide a consistently exceptional professional service to everyone who needs our help.

We will continue to care, support and have ability to maintain the personal service and interaction with those who need our help. Being able to listen, respect and reassure them that we can help in every case we come across.

We want every family who needs to be aware of the special educational law to have the confidence, with our support, to challenge what they feel is right for the child and enable them to work in partnership with schools and the Local Authority to achieve the same goals.

We will be seen by local professionals in the health and educational setting as an organisation to turn to for help and to allow support to be a trusted friend to consider the services they provide and aim to understand how it can be improved for the families we help.

In 2025 Norfolk SEN Network will still be:

- Completing the implementation of our practices procedures and policies
- Continuing the professional support services for parents and individuals
- Continuing our training and awareness events
- Continuing our fundraising activities
- Putting in place a succession plan for our current Senior Development Worker

By 2026 Norfolk SEN Network will

- Short list the things we hope to be doing or have done
- Having in place the following plan
 - A Year Plan to implement our ideas
- Continue to offer training

By 2027 Norfolk SEN Network will

- Have secured medium term funding arrangements to replace National Lottery funding
- Have an increased team of active volunteers

By 2028 Norfolk SEN Network will

- Continue our training activities and broaden these to meet the demands and themes to be developed
- Have in place 4 Development Workers and an Administrator
- Be a recognised advocate for co-production of Norfolk County Council allowing our relationship and influence to continue
- Be able to support an increasing number of families with their difficulties

3.2 Our Aims and Objectives

Norfolk SEN Network will

- Inform parents on Education Health and Care Plans, tribunals, complaints and exclusions, DDA and transport appeals
- Work with schools, teachers and governors on matters relating to children in their schools with special educational needs
- Work with statutory bodies to develop educational provision for children with special educational needs
- Work with other voluntary organisations to highlight difficulties
- Raise awareness of legislation changes and best practice to parents and professionals through seminars and training events
- To promote collaboration between statutory bodies and parents to facilitate good practice

3.3 Statement of Values and Evidence of Need

Norfolk SEN Network believes strongly in

- The right for every child to receive the appropriate level of support in the right educational setting

Norfolk SEN Network sees itself as:

- Caring and respecting of people's individuality
- Promoting people's rights
- Enabling and empowering people to take action
- Maintaining people's confidentiality
- Valuing the client and their contributions
- Non-condemnatory, non-judgmental and judging situations, not people
- Independent of statutory service
- Seeking and gaining respect from professional and statutory bodies
- Working consultatively and collaboratively
- Open and communitive
- Knowledgeable, with a positive approach to problem and situation solving
- Understanding of legal processes and educational law
- Committed to providing a professional service in aiming for success

4 Promoting Norfolk SEN Network

We will continue to promote Norfolk SEN Network and target current and potential clients and service users through:

- Provision of leaflets and flyers to SEN training establishments
- Provision of newsletters
- Attendance at public events, publicised through press releases to local press and radio
- Presence at major local events and charity events
- Visits and talks to other SEN groups and charities
- Collaborative working with other groups
- Maintain information on other key websites e.g., Norfolk CC Local Offer
- Provision of training events
- Via our social media accounts on Facebook and X

We will target stakeholders (Local Authority, funders and partner organisations) additionally through:

- Networking event attendance and inter-organisational meetings
- Information sharing through training events and newsletters
- Attendance at working at group meetings with local authority
- Direct awareness meetings and hosting discussion seminars

5 OBJECTIVES 2025 TO 2028

Proposed changes to the educational law give opportunity but also provides increased confusion to many parents, as a charity we need to adapt and change to these new legal requirements.

Year 1 of the Business Plan will challenge our current ways of working to establish a long-term framework which will enable the charity to continue to flourish and provide an increased level of support to more families in the coming years. It will also enable the charity to have stability and sustainability in our experience, our presence in the county, our resources and financially.

The primary aims will be around planning and structures but to also maintain the high level of professional support which is currently provided. We will therefore look to achieve:

Ongoing business and operational activity (business-as-usual)

- Maintaining our current support levels and business-as-usual
 - Parent and client support
 - Marketing and communication and information exchange (newsletters, events and awareness, marketing, social media, website maintenance and improvement)
 - Advice, support and training (internal staff training and Norfolk SEN event training) Coffee morning open to the general public.
 - Stakeholder collaboration
 - Influencing local services and provision
 - Routine day-to-day management activities of the charity
 - Fundraising and events
- Provide training days for parents and professionals
- Enhance staff knowledge and training
- Increase part-time staff hours to increase the level of parent support and awareness of charity and the changes and in law
- Review and maintain staff and trustee DBS certificates

Setting ourselves up for the future

- Determine our operational and management organisation structure, and assess future demands and needs for resources
- Determining role and responsibilities for individuals and the charity within a local support service network
- Defining ongoing objectives, focusing on our SWOT analysis
- We will continue to review and prepare plans which will help raise our current aims. These plans will incorporate
 - A fundraising plan/strategy
 - An Adult Safeguarding plan
 - A volunteering plan
- Implement a Year plan for our ideas

Awareness of the charity will be a key element of our focus and we will continue our work on understanding, enhancing existing and creating new partnerships locally and nationally to secure the position as a key support agency for families but also one which aims to work with our local authority and other organisations to improve services for people with special educational needs.

Norfolk SEN Network has a two-stage business strategy, to be implemented during years 1 and 2 of the plan:

- Consolidate and strengthen current services and meet the challenge of additional help services and commissioning,
- Seek opportunities for collaborative work and diversification of funding sources to meet our aims

key priority areas are:

Extension of current core services

1. Promote further and more widely Norfolk SEN Network with continuation of newsletters
2. Receive sponsorship for promotional material
3. Continue and increase where resources are permissible our tribunal casework
4. Receive sponsorship for tribunal support as this is a key area of need and significant cost to the charity
5. Receive sponsorship for independent specialist reports for tribunal cases
6. Continue our training days for individuals and professionals
7. Receive sponsorship for training days and coffee mornings
8. Receive medium-term (3 year) funding to enable security of funding for posts
9. Continue attendance at regional and local events to raise charity awareness

Business Development and Marketing

10. Charity management - embed policies and procedures in organisational practice, and outcomes from detailed planning exercises
11. Human resources - strengthen staff training and development
12. Networking - get involved in local and regional strategic planning
13. Expand our membership and awareness of services
14. Expand capability and commitment of committee and trustees, including recruitment of new members

6 PEOPLE AND DELIVERY PLAN

6.1 People/Core Structure

The charity is governed by a board of trustees (consisting of a maximum of 9 members) who meet a minimum of 5 times a year to make decisions. The day-to-day running of the charity is carried out by the Administrator, who will be supported by the Development Workers. Their work between meetings is overseen by the senior Development Worker.

The post of Development Workers has been funded since 2000 by the Yapp Charitable Trust (which came to an end in 2023) topped up by the Paul Bassham Charitable Trust, Norfolk

Community Foundation and Alan Boswell Charitable Trust. It is hoped to increase funding for the Development Workers, who work alongside our Senior Development Worker, and are trained to IPSEA level 3 legal training. Since 2023 Development Worker wages have been funded by the National Lottery and topped up by the Masonic Charitable Trust.

Our helpline is currently run by our Administrator who has completed a day's IPSEA training. This is now funded by the National Lottery until 2027, and topped up by an anonymous trust.

6.2 Method of delivery

Our paid staff members carry out an initial needs assessment on each of our clients' requirements; detailed information is prepared which is collated regarding the problems, issues or area of help needed. This information is allocated to a Development Worker who acts as an advocate and who in many cases visits the client at home and online when required and provides support and legal guidance.

Our Development Workers assist parents with:

- Preparing evidence for the assessment procedure
- Wording on the educational Health care plan
- Accompanying parents to meetings to make their views known (with schools or local authority)
- Offer support throughout their child's education
- Preparing their case for a tribunal hearing and representing them on the day

We have also assisted parents with:

- Exclusions, by attending Governor's meetings and Independent Review Panel meetings
- Transport appeals
- Disability discrimination tribunals
- Ordinary school appeals

Our helpline worker/Administrator will:

- Be the first contact with parents who need advice and help
- Prepare information for the newsletter, website and update social media information
- Manage our membership records
- prepare and administer training events
- co-ordinate fundraising events
- Carry out accounting procedures

Membership offers:

- The support of a development worker

- A regular newsletter with information on local and national issues
- Training workshops

7 OPERATING AND BUDGET INFORMATION/FORECAST

7.1 Current Funding Arrangement

The charities' main income is currently funded by a 4-year National Lottery grant which we are now halfway through. This funds staff salaries and rent for our office. This is currently topped up by a 5k Norfolk Community Foundation grant to fund core costs and salaries are topped up by a 3-year grant from the Masonic Charitable Trust and a 3k grant from an anonymous trust.

Additional funding will need to be obtained to replace the National Lottery funding in 2 years' time.

A small percentage of income comes through membership and parents' payment for support of legal cases, appeals and training.

Our training this year has been funded by Norwich Freeman's Charity, new funding will need to be obtained to continue our training programme.

Financial overview

	2024 £	2025 £ (estimated)
Income	79,095	78,364
Expenditure	78,654	<u>78,753</u>
Net (outgoing)/ incoming resources	-441	<u>-389</u>
Funds represented by:		
-Restricted funds	66,150	<u>74,965</u>
-Unrestricted funds	12,945	<u>3,399</u>
Total funds	<u>28,400</u>	<u>28,011</u>

Example of key outgoings:

For our charity to operate and continue to provide support, the following expenditure examples provide details of our core operational demands:

- Tribunal case preparation £10,000
- Telephone helpline annual cost £7,000
- Development Workers annual cost £35,000
- Administrators' work annual cost £17,000
- Insurance £600
- Staff training (legislation) £2,000
- Printing £1,000
- Marketing £1,000
- Newsletter distribution £500
- Lead Development Worker £10,000
- Rent £20,000
- Core Costs £5,000

7.2 Funding Strategy

Securing medium term funding (3-year plan) which is consistent and sustainable is a key aim for our funding and fundraising strategy. This will provide the security and level of sustainability of funds which will allow our planning and aims to be achieved.

Our awareness raising events and 'fun' activities provide a fantastic pool of funds, this however relies on a limited number of volunteers and staff individuals to give the time to support these, manage them and make them happen. We praise these people for their considerable hard work- our fundraising plan should include these activities but also work to develop areas where we can maximize income through organisation or other charities 'giving'. Fundraising for many small charities is difficult and a very competitive environment especially in view of the current economic climate.

We will as part of our year 1 activities provide a fundraising plan to capture our aspirations for Grants, donation and other funding income and Growth - giving details of the % increases and funding needed to support our activity plan and development ideas.

The key areas of the strategy and fundraising plan should focus on:

- Understanding our competition
- Understanding our stakeholders
- Diversifying the types of funding and/or sources of funding
- Targeting our grants and forming partnerships
- Targeting our direct fundraising activities
- Looking towards other organisations and assessing impact of our vision statement and income potential
- Assess other fundraising potential and charity activities
- Develop the implementation plan for fundraising

7.3 Financial Performance

Norfolk SEN Network

Receipts and payments Account

12 months ended 31st October 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £	Last Year 2023 £
Receipts					
Subscriptions		4,170	0	4,170	2,335
Tribunal fees		0	645	645	925
Delegate fees		0	175	175	0
Donations	1	2,305	65,330	67,635	55,955
Fundraising and other income	2	6,091	0	6,091	3,003
Interest received		379	0	379	55
<i>Total receipts</i>		12,945	66,150	79,095	62,273

Payments

Wages and payroll fees		0	32,132	32,132	20,358
Commission		946	0	946	1,378
Professional fees		1,789	5,368	7,157	1,240
Fundraising costs		2,083	0	2,083	1,426
Insurance		612	0	612	436
Subscriptions & membership		50	0	50	50
Light, Heat & Rates		1,490	0	1,490	0
Telephone		704	0	704	1,217
Office Expenses		651	0	651	30
Stationery & printing		1,999	0	1,999	2,300
Travel		1,066	0	1,066	1,017
Office rent		0	19,801	19,801	5,589
Training & food		1,160	2,692	3,852	1,014
Sundry		795	0	795	651
<i>Sub total</i>		13,345	59,993	73,338	36,706

Asset & investment purchases

Conference room chairs		200		200	
Mini PC, Curved Screen, floor cover		708		708	
Newline Elara Interactive touchscreen and stand		3,700		3,700	
Tea and Coffee urn		49		49	
Laptops for new DW's		590		590	
Furniture from Unitas		50		50	
Furniture – lockable cabinet		20		20	
Printers				0	60
Brochure stand				0	193
Mobile phone				0	140

Laminator
Shredder

		0	90
		0	536
<i>Sub total</i>	5,316	0	5,316
			1,019

Total payments	18,661	59,993	78,654	37,725
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Net receipts/(payments)	(5,716)	6,157	441	24,549
Transfers between funds	820	(820)	0	0
Cash funds last year end	5,116	22,843	27,959	3,410
Cash funds this year end	220	28,180	28,400	27,958

7.3 Reserves Policy

As a safeguard against unforeseen events the Trustees have adopted a policy of keeping a minimum reserve of 20% of the cost budget for the year to ensure that any ongoing support can be completed without detriment to clients or the charity.

7.4 Assumptions

Key Assumptions/Risk

- We need to continue to raise sufficient funding for training for staff and members to maintain our current level of training and to continue the growth of the charity
- The local small charity environment is very competitive,
- We have received a number of consistent and very supportive donations and funds from private individuals who have enabled the charity to flourish and continue its valuable work

8 RISK AND OPPORTUNITY

8.1 SWOT Analysis

When considering the business plan we will maintain our strengths, seek to realise our opportunities through our objectives and mitigate our weaknesses and threats through assessment of the risks.

Strengths • Wide experience of SEN • Dedicated staff and committee • Contact with national SEN providers • Established charity • Enthusiasm of team • Linked to forums • Training & support (variety provided) • Professional support and advice • Long-standing organisational funding for grants and sponsorship • Committee and background of knowledge • Links to other charities (SEN) IPSEA • Recognised as a local professional • Knowledge of local professionals and national groups • Quality of advice and support • Good success rate • Independent impartial advice	Weaknesses • Norfolk is a very rural county making travel difficult • Membership aware of service • General public aware of you • Fundraising time to manage/ strategy • We are unable to give a waiting time scale
Opportunities • Changes to the law will give an avenue to offer training for parents and voluntary sector • To provide an informative website • Funding opportunities locally with local organisations • Awareness of Norfolk SEN network • Volunteers support for roles admin and fundraising • Only local independent SEN support organisation • Work in partnership with NCC (sell to NCC that we need to work together rather than be seen as a blocker)	Threats • Norfolk County Council giving funding to other organisations e.g. Norfolk Family Voice and NANSA and SENDIASS • SENDIASS are able to offer legally trained support • NCC utilizing FV as key liaison and informative forum • Increasing number of families on waiting list • Retirement or staff loss from charity impacting our ability to manage day-to-day activities and parent support • Funded professional organisations • Inability to secure sufficient funding to continue the current level of operation

8.2 Risk register and control (mitigation or contingency planning)

The Trustees recognise and accept their responsibility for ensuring that risks to the charity are informed and regularly reviewed and the appropriate steps are taken to mitigate any potential damage. We accept under the charities working practice to regular assessment of operating practices in order to highlight any weaknesses. We will implement an annual review of the risks and systems and procedures to mitigate the potential impact.

The main risks to which Norfolk SEN Network is exposed are:

- A failure to generate sufficient income from grants, commissions, donors and fund-raising events to meet the costs of providing the planned level of services.

Impact: Such a scenario would lead to a reduction in the number of support cases we are able to offer, and the charity would grow at a slower rate.

Likelihood: Is a strong possibility in the current economic climate.

Mitigation: We will monitor closely the levels of support being provided and outlay of costs – options may be needed to reduce the level of service to enable the charity to continue the basic levels of support. We recognise the risk of the National Lottery funding coming to an end in 2yrs time. We will look to source other appropriate funding in the interim.

- A possibility that the demands for our services reach an unmanageable level and the client / support waiting list could become unacceptable.

Impact: leading to a loss of confidence in the charity and our service delivery objectives being diminished.

Likelihood: High

Mitigation: We will manage our core activity and the number of cases we are able to deliver, the Charity relies on our Development Workers to carry out the technical elements of the services.

- We will look at signposting to other organisations

- A limitation of core staff time and resource to enable day to day management of charities management and operating systems.

Impact: Low

Likelihood: The Yr 1 plan is to consider resources, skills and responsibilities – we will consider how we can maximise the core staff time to productive duties and release them from administrative elements through use of volunteers or other unpaid support staff.

- A limitation of Development Worker resource and time to deal with all the cases and support needed.

Impact: Leading to limitation of core support to families.

Likelihood: High

Mitigation: We will need to prioritise where necessary and use other resources and review our membership entitlement. Our plan for yr1 defines a need for stability and as a priority we should look to increase hours for the Development Workers.

9 ACTION PLAN/SUCCESS MEASURES

See Appendix D for Action Plan, this provides that practical detail about the services we deliver and those we intend to deliver.

10 WHAT WE ACHIEVED IN 2023/24 AND OUR CELEBRATIONS

We maintained a high level of support to parents, increases in appeals and school meeting attendance and increased telephone Helpline calls.

There has been an evident increase in the management of the Charity, its operations, its presence, and partnership with the local authority; this did however put a considerable strain on our resources.

Some of the high points include:

- **An increase in calls coming into the Helpline of 150%**
- **Training days and Coffee mornings for parents & professionals held in our office.**
- **Mediation meetings were attended.**
- **14 cases supported to lodge tribunals.**
- **15 Annual Reviews were attended.**
- **18 families helped with applications for EHC plans.**
- **1 disability Discrimination complaint.**
- **13 Education, Health & Care Plans were checked through and amended.**
- **The Newsletter successfully sent out electronically**
- **Facebook gaining over 2.4k followers**

A continued source of funding found to continue our training programme with a grant from Norwich Freeman's Charity. Coffee mornings were funded by a donation from Trowse Church.

We send out an electronic newsletter to our members informing them of changes to provision locally. National issues and reminding them of their rights when their child is changing schools or at an Annual Review. Membership is free for those wishing to be kept informed of our work.

Tribunals are a considerable drain on our finances, we only make a nominal charge of £75 to parents. Support for parents at Zoom meetings (AR), mediation and checking EHC Plans are also very costly. We now charge an additional £25 for preparing additional evidence and £25 for representation on the day. We are the only people attending a tribunal who do not receive their expenses paid. This cost doesn't cover the considerable amount of time our Development Worker gives in preparing the case work, travel expenses and representation

on the day, which costs between £250 to £500 per case. Broadland Lottery funding is used towards funding independent reports for those parents who need it.

Membership Type	Fee
Purple Membership	£10 per month
Yellow Membership	£25 per year
Green Membership	Free
Annual Review	£30
Checking a draft/final plan	£30
Mediation	£30
1 st Tier Tribunal	£75

Our Senior Development Worker also gives talks to other voluntary groups on the law, and it may be possible to charge, at least travel expenses to help towards the cost of attending events.

Being chosen as Charity of the Year is not only a funding boost for a charity but increases awareness. In 2024 we were chosen by the Norwich Independent Darts Team and Norfolk Cribbage Association as their Charity of the Year, and Linton Crescent in Sprowston chose us to receive donations raised from their Christmas lights Switch On. Our ambassador Claire Brooks continued to raise funds for us through charity days and quiz nights including their Christmas extravaganza and Brickfest events.

Social Media

We are constantly developing our website, Facebook page and twitter as other ways to promote our services and charitable work.

Achievements in the Past Year.

We pride ourselves in being a 'countywide' group and during the past year we have supported families from across the County.

We invested in a large screen on which to do training and hold meetings and tribunals. This was funded by the Linton Crescent Christmas Lights Switch On and Fine City Chorus in 2023.

We were successful in obtaining low cost and free furniture for our new office thanks to Emma from Unitas Unlocking Learning.

Training Days: Thanks to a grant from Norwich Freeman's charity, we have held training on EHC plans with ACE, Tribunal Training with Birkett Long Solicitors, and Exclusion and Mediation Training with Melanie White. We have also held coffee mornings on Attendance with Katie Griffiths, Transport with Wendy Matsell and School Transitions with Samantha McCallum and Amanda Walsh.

Our committee: We struggle to recruit new trustees who have SEN experience on to the committee.

Newsletter: We have just changed to a digital newsletter which keeps our members up to date with the Children's and Families Act, informs parents and professionals of the work our Development Workers are doing and of fundraising events we are holding.

Funding: With pressure on us to increase our funding for core costs and also to raise awareness of the work of the charity we held a stall at Gorleston Clifftop Festival. Our biggest fundraiser was Brickfest which raised £1556.25, Linton Crescent Christmas Light Switch On raised £651.79 and the Brickmakers raised £300 on quiz nights.

Thanks also to the Norfolk Community Foundation for funding and their help and guidance over several years.

APPENDICES

Appendix A: PARTNERS AND COMPETITORS / OTHER PLAYERS

Our involvement with other organisations is broad and enables us locally to work with other like-minded partners but to bring along a National Perspective.

AGENCY	PARTNER ROLE	COMPETITOR ROLE
Norfolk County Council – Educational Dept	Development Workers take part in monthly SEN ops meetings with Senior Education officers to discuss any difficulties	Not seen as a competitor
Norfolk County Council - Norfolk SENDIASS	Offers mostly telephone advice	Not seen as a competitor
IPSEA (National Support Role)	We use them for training core staff. Development Workers	Provide a similar support service but not totally independent.
Family Voice	Don't specialise in education so pass a lot of cases onto us. We should develop links to their members to enable our services and training activities to be offered. Where forums are prepared both organisations can provide help to Local Authority on developing new ways of working and vetting systems.	Provide a similar national service, for direct support to families, training and awareness raising. We provide a similar service on a local level.
Contact	Pass cases onto us as they cannot give local advice.	Do not provide direct family support, they are seen as a sounding board by Local Authority to trial and discuss new systems or changes within the local authority. They do not provide any advisory service to parents. They do not provide the core parent support service as Norfolk SENN
SEN Jungle	Excellent and informative articles on SEND education and related matters	

Appendix B: MANAGEMENT AND EMPLOYEES

Committee members

Clayton Anderson (Chair)	Volunteer
Pat Brickley (Vice chair)	Volunteer
Lucy Pollard	Volunteer
Julie Playford	Volunteer
Tara Durrant	Volunteer
Alex O'Sullivan	Volunteer
Chris Jay (Treasurer)	Volunteer

Key Staff personnel

Clayton Anderson – Chair of trustees

Clayton has worked in charities for over 20 years including Musical Keys, Vision Norfolk, Age UK Norfolk, The Cogwheel Trust, and more recently, The Purple Elephant Project. He also works freelance for charities including St Martins Housing Trust, 4YP and Age UK Norfolk, specialising in grants and trusts fundraising and monitoring and evaluation.

Clayton joined Norfolk SEN Network as a trustee in May 2024 and became Chair in May 2025. Clayton is also currently studying for AAT Level 3 Accountancy.

Pat Brickley – Vice Chair

Pat was one of the founding members of Norfolk SEN Network back in 1987. She is a parent of two then children with special educational needs and knew the stress involved in navigating the minefield of educational law and trying to get the provision her children needed in school; together with another parent, she started a local group to support other parents in the same situation. She became a Development Worker for the charity in 2000 and has fought to get parents voices heard, helped ensure that their children statement is legal and included the right provision for their child, supported parents at tribunals when their child has been excluded and helped them in making complaints when appropriate.

Nikki Corcoran - Lead Development Worker 50 hours per month

Nikki is a Development Worker and has been in post for 9 years. She is the parent of a young man with an Autistic Spectrum Disorder and has battled to ensure he receives the right education to meet his needs. She also has a young daughter with sensory needs.

Danielle Cann - Administrator 25 hours per week (term time)

Danielle joined in March 2021 and is the parent of two teenage boys.

Karla Cooper - Development Worker 50 hours per month

Karla joined in April 2022 and is a parent of a daughter with Sen

Rebecca Clifton – Development Worker 70 hours per month

Beckie joined in 2024 and is a parent of 2 children with SEN

Lisa Sole – Development Worker 40 hours per month

Lisa joined in 2024 and is a parent of a daughter with SEN

Appendix C: INTERNAL POLICIES AND PROCEDURES

The charity has the following policies and procedures in place; the date following each title is the date of the last revision. Copies of these documents can be requested.

Policy Area	Adopted	Action/ Review
Business Case	2025	3 yearly
Complaints	Oct 2024	2 yearly
Equal Opportunity	Feb 2023	2 yearly
Financial Reserves	May 2022	Annually
Health and Safety	Sept 2025	Annually
Privacy Policy	June 2025	3 yearly
Safeguarding	June 2024	Annually
Anti-Bullying	July 2023	2 yearly
Code of Conduct	Oct 2024	2 yearly
First Aid	May 2022	Annually
Safer Recruitment	Jan 2025	Annually
Safer Working Practice	Oct 2021	2 yearly
Whistleblowing	July 2023	Annually
Lone Working	Jan 2025	Annually
Homeworking Policy	July 2023	Annually
Online Safety	July 2024	Annually
Compassionate Leave Policy	Sept 2025	2 yearly