



NON-STATUTORY SPECIAL PURPOSE REPORT

ON THE AGGREGATED RESULTS

of

SMALL STEPS SfP

and

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

FOR YEAR ENDED 31ST MAY 2013



CHARITY NO.s 1089161 AND 1150651

Non-statutory Special Purpose Report **for the year ended 31st May 2013**

- Charity Name:** Small Steps SfP
- Charity Number:** 1150651
- Period reported on:** 09/01/13 (incorporation of the company) to 31/05/13 and including extracts from the report of the trustees of Small Steps – School for Parents, Greenmead (Charity number: 1089161) for the period 01/06/12 to 31/05/13.
- Principal Address:** c/o 166 Roehampton Lane, London, SW15 4HR
- Description:** Registered as a Company Limited by Guarantee on 9th January 2013
- Object:** “The relief of need and advancement of education of children who have cerebral palsy or other motor and sensory impairments, and their families, through the provision of classes, activities and advice in a supportive environment”.
- Public Benefit:** The Directors have complied with the duty in Section 17 of the Charities Act 2011 and have due regard to public benefit guidance published by the Charities Commission.
- Directors:**
- | | |
|---------------------|-------------|
| Andrea Samuelson | - Chair |
| Heather Matthew | - Secretary |
| Tim Theobalds* | - Treasurer |
| Joanna Brotherstone | |
| Mike Fitzpatrick* | |
| Rachel Pain | |
| Neil Cox* | |
- * In addition to their responsibilities as Directors, Mike Fitzpatrick, Neil Cox and Tim Theobalds are Members of the company.
- Susana CaoMiranda also attends Board Meetings in a parent representative capacity. She is not a Director.
- In January 2013 Leonard Stevens was invited to attend meetings as a Director elect.
In March 2013 Elizabeth Dawson was invited to attend meetings as a Director elect.
- Appointment:** The Directors were appointed on incorporation and will be reappointed at the first AGM next year.

Non-statutory Special Purpose Report

The Directors have prepared this report on a purely voluntary non-statutory basis to report on the “business as usual” results for the year ended 31 May 2013 of the charitable activity formerly undertaken by Small Steps – School for Parents, Greenmead (“the trust”) and now undertaken by Small Steps SFP (“the company”) following the transfer of assets and undertaking on 5 February 2013.

The accompanying accounts have not been prepared to meet any regulatory requirement and have been prepared voluntarily by the Directors for the sole purpose of providing information to the stakeholders of both the trust and the company.



Transfer of charitable undertaking from the trust to a Small Steps SFP – a new company limited by guarantee

On 5 February 2013, the trustees of Small Steps – School for Parents, Greenmead, an unincorporated association (“the trustees”), transferred the entire assets and charitable undertaking to Small Steps SFP, a company limited by guarantee. The company is registered in its own right and name with the Charity Commission. All of the charity’s employees transferred to the company. The current trustees standing for re-election are Directors of the company. The transfer of the charitable undertaking had no impact on the charity’s activities, objectives or principles.

The company was incorporated on 9 January 2013. The Directors of the company are not required to prepare report and accounts until the end of the first accounting period for the company, 31 May 2014.

Aggregation of results

Both the trustees and the Directors believe it is in the interest of the stakeholders of the charitable undertaking to see a report on the results of the charitable undertaking for the full year to 31 May 2013 in order to compare the performance with prior and future years on a “business as usual” basis.

Consequently, the trustees have given the Directors permission to:

- Extract the results of the trust from the trust accounts for the year to 31 May 2013 to combine with the results of the company to 31 May 2013 in order to give the full year aggregated results of both entities.
- Extract the results for the year ended 31 May 2012 from the trust accounts in order to provide comparative figures.
- Extract relevant parts of the trustees report of the year ended 31 May 2013 to include in this report.

The trustees have issued their report and accounts for the year ended 31 May 2013 which are available from Small Steps SFP, 166 Roehampton Lane, London, SW15 4HR. These have been independently examined. They contain the results of the charitable undertaking from 1 June 2012 to the date of transfer, 5 February 2013.

Sources of information

The sources of the information contained in this report are thus as follows:

- Activity up to and including 5 February 2013: report and accounts of the trustees of Small Steps – School for Parents, Greenmead for the year ended 31 May 2013.
- Activity from 6 February 2013 to 31 May 2013: voluntary interim report of the Directors based on the management accounts of Small Steps SFP for the period from incorporation (9 January 2013) to 31 May 2013.



Activities

Children are invited to a regular session throughout the academic year, accompanied by a parent or carer, thereby enabling parents/carers to acquire new skills. These can be repeated to assist each child at home, thus increasing the benefits of every session through repetition. We began the year and ended the year with 57 children on roll. A further group of 6 children are moving through the process of placement in a regular 'Tiny Steps' group along with 14 more families currently who have either visited, been assessed or made enquiries. Of the 11 groups delivered, 5 are on alternate weeks. The average monthly roll has been 49.

The Small Steps staff infrastructure during this financial year has consisted of 3 full-time professional practitioners and 3 part-time personnel, one of whom is a professional practitioner. The full-time staff team includes a teacher, and 2 conductor-teachers with Qualified Teacher Status (QTS). Part-time personnel include an administrator, a finance/personnel officer and a physiotherapist.

The professional team plans and delivers each session, following a logical sequence of activities designed to allow the children to work on all areas of their development; physical, emotional, social, cognitive and communicative, using the principles of conductive education developed at The Peto Institute in Hungary. Sessions also follow early year's curriculum guidelines.

The charity operates from 166 Roehampton Lane, following its relocation there during the year (see Achievements).

Children attending Small Steps have ranged from 6 months to 4 years of age. They live predominantly in South-West London though the catchment area extends over 21 boroughs.

All sessions operate for 2 to 3 hours on a group basis and include a maximum of 5 children for most groups. The group size is as appropriate to the children's needs; hence some groups operate with 6 children.

In addition this year, Small Steps benefited from two Oily Cart performances on 26th March (www.oilycart.org.uk).

Governance and Management

A Board of seven Directors governs Small Steps SfP. This includes four parents. A further parent who is not a Director also attends meetings along with a further two Directors elect. The Directors were appointed on incorporation and will be reappointed at the first AGM next year.

The full Board meets at least twice each academic term, to discuss service delivery, review financial performance against budget and determine the strategic direction of the charity. The personnel sub-committee met a number of times throughout the year. The Board delegates the day-to-day management of Small Steps to Anita Coppola, Head of Service. The administrator and the finance/personnel officer maintain the operation 'behind the scenes' and support the professional team, both working twenty-four hours per week.

In addition to Directors and staff, Small Steps is also supported by a number of volunteers. We remain indebted particularly to Lindsay who maintains our Payroll function. Also to Lucinda Gurnhill who assisted in one session each week as did Lisa Silburn during the spring term. Lisa Thefaut, our once longest standing volunteer, remains an advocate of Small Steps whilst recovering from back surgery. Peter Gossage also merits a special mention. Peter is an independent education consultant whose advice and support is invaluable.

All of the Policies and Procedures have been updated this year, in order for them to be compliant within the new incorporated status framework (see Achievements).

The Directors are keen to support training in the context of career and service development. Staff training this year included attendance at the CEPEG Conference (Conductive Education Professional Education Group), website training for the Administrator as well as statutory First Aid Training and Health & Safety Training incorporating aspects of manual handling for the practitioners.



Results for the year

The aggregate results of the Trust and Company for the year ended 31 May 2013 compared to those of the Trust for the year ended 31 May 2012 are as follows:

	2013 £	2012 £
Incoming resources		
Before donated services	361,901	272,402
Donated services	68,116	-
Total incoming resources	430,017	272,402
Resources expended		
Before donated services	(237,541)	(205,369)
Donated services	(68,116)	-
Total resources expended	(305,657)	(205,369)
Net incoming resources	124,360	67,033

The total income (aggregating that of the trust and company) has been significantly higher this year and we are exceedingly grateful to all who have contributed to the charity. The welcome increase in our reserves has given us the opportunity to employ a fourth practitioner from September (see Future Developments below).

We note that both income and costs have been increased this year by the inclusion of £68,116 of donated legal services and premises costs which have been recognised as equal and opposite donations and costs. The legal services were primarily related to the change of premises, incorporation of the new company and the transfer of assets to the new company and so will not be a recurring cost but the premises costs will remain and may in time become a real cost to the charity.

We further note that our cost base has increased and is expected to continue to increase. In prior years we had a target of £240,000 income to cover costs but following a review of the charity's needs and development plans, which are outlined in the Business Plan, we have raised this target to £280,000. The charity has no secured funding stream and continues to rely entirely on voluntary donations. As such, despite the increased income for the year, the reserves need to be maintained to cover any shortfall between incoming resources and expenditure for the coming year as well as to grow the service (see Future Development) and fund raising remains the key focus of the Directors.

Achievements and Performance

Following a prolonged but successful period of negotiation with the Local Authority, the charity relocated to 166 Roehampton Lane in July 2012. It is hoped that the new venue will allow us to continue to develop and grow our services (see Future Developments)



The move was facilitated with the assistance of our enthusiastic friends at the Mulsanne Partnership www.mulsannepartnership.com and George Hoskins, who helped the staff team in packing up all of the charity's belongings and moving everything across to the new site via bike, on foot and in George's brother's van!

In September, with the assistance of equally enthusiastic friends from RSA Sun Alliance, Small Steps unpacked into its new space and sessions began on time on Wednesday 12th September.

Credit needs to be paid to our dedicated staff who maintained good humour and spirit throughout the period of uncertainty with regard to location and during the move itself. The charity's operations continued with minimum disruption to the on-going provision of services.



We would like to take this opportunity to acknowledge the support shown by Wandsworth Council in securing and refurbishing the new space. Particular mention goes to various colleagues in Early Years, the Special Needs and Disabled Children's service and Special Services Planning.

A number of local councillors, particularly Councillor Steffi Sutters were also very proactive.

In addition to the relocation, a second substantial achievement was the successful completion of the move to incorporate i.e. to become a charitable company limited by guarantee. Small Steps Sfp Limited was registered in January 2013. On 5th February all assets and operations of the charity were transferred to / acquired by said company. The transfer to this new legal entity has had no impact on the charity's activities, objectives or principles.

The efforts of Sidley Austin LLP and the board of trustees in achieving this result are to be commended. In addition, Claudia Nannini, assigned to the charity via 'Lawyers on Demand' to work on a voluntary basis, project managed the asset transfer and administrative upheaval, ably assisted by the efforts of the Small Steps office team. Subsequently the charity sought exemption from using the term 'Limited' in its name. This was granted on 17th April.



Other achievements during the year include the unveiling of the new website (www.smallsteps.org.uk), which was very well received, the updating of all the IT technology and the introduction of individual emails for all the staff.

The use of social media has increased, with now over 280 followers on Facebook (SmallStepsSfp) up from 200 last year and more activity on the Twitter account (#smallstepstweet).

On 20th March Anthea delivered a Parent Evening on 'Sport; the possibilities', introducing Lauren Tan and Lizzie Annis to the current parent cohort. Lauren competed in the Paralympics for Singapore, achieving Silver and Bronze medals in Equestrian Dressage. Lizzie is a Small Steps graduate. Now 17, she too is very actively involved in riding. Anthea works very closely with both girls in her role at RDA (Riding for Disabled Association). In addition, Anthea was a member of Lauren's Paralympic team.

There were two 'Give-Back' weeks during the year, generating lots of practical resources that can be used at Small Steps, such as cleaning products. As a result some money is saved and then available for other needs.

It should also be noted that Anita was awarded an MBE in the Queen's Birthday Honours list in April 2012 for services specifically to Small Steps. She received the award in December at Buckingham Palace and is quoted as saying 'it was a most brilliant day'.



Fundraising Activities

It costs in excess of £200,000 to run Small Steps each year and it is with thanks to all those individuals and organisations that have helped raise vital funds during the year that enable Small Steps to continue its important work in the community.

Notable grants and donations received during the year include:

- £60,000 from Charlotte Grobien (www.give-it-away.co.uk)
- £36,000 from GamesAid (www.gamesaid.org)
- £20,000 from a charitable foundation that wishes to remain anonymous
- £19,946 from the BBC Children In Need Appeal of a total £26,594 for the third and final year of a confirmed three-year award to fund a conductor-teacher salary
- £10,200 from the Generations Foundation, sponsoring two groups for a term
- £10,000 from Q Developments (www.qdevelopments.com)



- Small Steps was also a favoured charity of Waitrose (Brompton Rd), Waitrose Wimbledon, Asda Roehampton and Kew Village Market during the year.

In addition to this, a number of initiatives led by parents, friends and colleagues also proved successful:

- £10,000 from the White Thistle Ball (www.whitethistleball.com).
- £7100 from monies raised at the London Market Rock Quiz for Small Steps.
- £5100 from Reed Elsevier to support one group for a term (www.reedelsevier.com)
- £5000 from the Ingles Charitable Trust, sponsoring the Tuesday morning group for one term
- £5000 from the Tommy Hollis Fund, sponsoring the Wednesday morning group for one term
- £5000 from the Moshi Foundation, (www.themoshifoundation.com) to sponsor one group for a term
- £3696 of a total £4929 from Wandsworth CYPP (Children & Young People's plan priorities) towards running costs
- £4587 from Network Rail (Sussex Route) for sponsoring a session
- £3600 Lucy Kelly (GCGibson)
- £2980 from the Zurich Community Trust, towards 6 weeks of sessions
- £2567 from Kew Fete Committee
- £2500 from the St. John Southworth Fund to support the work of the programme
- £2000 from the London Borough of Hammersmith and Fulham, in recognition of the support given to families resident in that borough
- £2000 from Lloyd's Market Charity Awards
- £2000 from April's parents.
- £1000 from ShareGift.
- £1000 from NBC Winner
- £1000 from Margaret Webb, Anita's Politics Teacher from school
- £1000 from Zain's mum.
- £500 from the Cheyne Charity
- £500 from John O'Hanlon at East-West Electric (www.eastwestelectric.com)
- £500 from the Norman Trust.
- And smaller grants again from the Pest Houses Fund and the Miles Trust towards relocation costs, the summer party, website costs and foyer furniture.

- Richard O'Dwyer organised a second Credit Punch 'Double Dip' event in February, which once again proved to be a knock-out evening, raising £17,000 for Small Steps. Thank you Richard.
- Lucie's grandparents Roger & Mel organised a day at Tandridge Golf Course & raised £8645.
- Adam Saunders and colleagues at Mulsanne (www.mulsannepartnership.com) completed a 'Virtual Challenge to Budapest' by which they ran, cycled and swam the distances required to cover a 1000 miles. Their efforts made £9111 for Small Steps, sufficient to sponsor 'Mulsanne Monday sessions' for two terms.



- Friends at REN did a 10k run and raised £7255.
- Kensington Preparatory School raised £4200 at their school fair. With a further £1500 received in March.
- Ursuline Year 9 students raised £2084 through various events.
- Sona Sharma organised 'Rudi's Dance-athon' at The Queen's School in Kew; a non-stop dance event that made £2500 for Small Steps. Excellent moves Sona!

- Paul Mott, Stephen Partridge and Colin Lyall continue in their efforts as Sandblasters www.justgiving.com/sandblasters : all credit to them. Colin is now taking some time out.
- Caroline Brathwaite, Azaria's mum, did a bungy-jump and raised £2000.
- Arlo Yates, Ruari's dad, had a tattoo for Small Steps, raising £1200.



- The Russell-Cooke Golf Day made £1500.
- Sofia's mum Jane did the Blenheim Triathlon and made £1500.
- The Richmond Cricket Club donated £750.
- Vanessa Ryan had an art sale and made £200.
- The Raffle, Northbrook (gift wrap) & Christmas Puddings were once again successful, with Tanfield, MTT & Beyond Events buying 'branded' Christmas puddings and distributing them to clients, by way of thanking them whilst also supporting us!
- Colleagues from RSA Sun Alliance did the sponsored Big Swim, raising £2000 in June. They also hosted a quiz making £445, which was then matched by RSA.
- The Bricklayers Arms in Kingston continues to favour Small Steps with various 'events for Noah' to raise funds; thank you Zoe.
- For the 7th year in succession, Small Steps hosted a stall at the Richmond Fair, successfully selling cakes, drinks and networking with the community, in addition to making £700.
- For the 3rd year Small Steps hosted a krispy-kreme stall at Kew Fair.

- Alphabet Nursery in Battersea had a wheelie event (3rd year in a row) making £785 for Small Steps.
- Lauren, Jasmine & Anne both in raising awareness at Kew College (£250) and in their 'teapot garden' events.



- The Arab Boy pub in Putney continues to run a quiz night in support of Small Steps every Thursday evening. Collecting boxes both there and in Carol's Place Café in East Sheen again generated several hundred pounds during the year.
- PR Agency Broadgate Mainland (www.broadgatemainland.com) and Ionian Weddings (www.ionianweddings.co.uk) have adopted Small Steps as their charity of choice this year, raising the profile on their websites as well as raising monies.
- In addition, Sarah Atley (RSA) did the Bupa 10K run; Eloise's mum and brother climbed Snowdon with Louise & Max; Claire Stevens walked 40 miles (The Ridgeway) in a day; Jane Robertson did the Iron Butt Ride; Tarryn Dicks did the Brutal 10k; Sam ML's dad James and aunt Maddy did the Richmond Park half-marathon; Susie Goldring ran up and down Table Mountain; Harry Lynch grew a moustache; Yari Fontebasso did the Venice marathon and Nick Pell did the London Triathlon.

Although we provide a free service, several parents make regular donations and/or tell their friends about Small Steps. To this end, thanks goes to all who support the service through their regular standing orders, including parents, staff and trustee family members, friends and parents of children who used to attend sessions. Thanks also to those who ask their employers to help Small Steps SFP via their matched giving schemes.

A huge thank you to all who have contributed this year.

Future developments

The operations of the charity continue unaffected by the transfer to the new charitable incorporated company.

Small Steps SFP is reliant upon charitable grants, fundraising and donations. The key focus of the Directors is to have adequate funding to safeguard its mainstream daily activities and to meet its commitments to the children, parents and its staff. The charity therefore aims to have sufficient cash reserves to meet any shortfall between income and expenditure to enable the charity's operation to run until at least the end of the next academic year.

In addition however, an overall aim is to grow and develop the Small Steps service, in order for the community of physically, profoundly and multiply disabled children and their parents to benefit from the provision.

To this end a fourth practitioner has been appointed to work full-time with effect from 1st September 2013 and a working party of staff/trustees/Directors is looking strategically at the available premises along with options to increase the availability of the service e.g. regulating it to make it year-round. All plans for future development are covered in the Business Plan, which will be issued shortly.

The current economic climate ensures that the charity is working hard to ensure it is being more efficient with all funds raised. The funding situation is always at risk. Management and Directors keep this under review.

Related Parties

Small Steps is an independent charity. It has historical links with Greenmead, a special school in Putney for children with physical disabilities (PD), profound and multiple learning disabilities (PMLD) and severe learning difficulties (SLD). Other related parties are the Local Authority (Wandsworth), Management Personnel at 166 Roehampton Lane as well as other stakeholder organisations in the Roehampton Community.

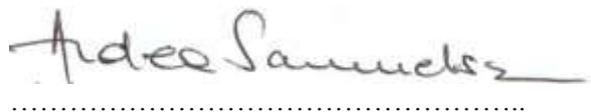
No remuneration was paid to or expenses reimbursed to any of the Directors or people connected to them. No transactions were made with directors or connected persons other than voluntary unconditional donations to the charity.

As noted above, The Directors are also the trustees of Small Steps – School for Parents, Greenmead, the trust which transferred the undertaking and assets of the charity to the company on 5 February 2013.

Declaration

The Directors declare that they have read and approved this report.

Signed on their behalf by:



Andrea Samuelson (Chair)

Date: 1st August 2013

