



Dear All ... Friends, Families & Stakeholders of Small Steps SFP,

Find attached this year's official Trustees' Report and Financial Statement (to year end 31st May). In a break with tradition, we're sending it out with this 'Fundraising Activities' addendum, so combined to become the 'Annual Update to Stakeholders 2016'.

It has been another incredible year – our nineteenth (albeit only our third as a charitable company limited by guarantee).



The priority this year was on reducing the number of families waiting for a space in a session and the length of time too that they were waiting. We were thrilled that by year end we had achieved the goal of reducing the waiting list to zero - no families waiting – and importantly to have increased capacity to ensure that all new families that get in touch will be offered something within six weeks.

We did this by successfully recruiting two new practitioners and by utilising additional session space in a second building i.e. by operating over two sites. The additional capacity enabled us to increase the number of sessions delivered each week (to 14) and to make them all weekly (as opposed to some being fortnightly sessions for those children with motor development delay).

This additional capacity has come at a cost. Despite a fantastic year of fundraising, we are in the unusual position where our reserves are less than our operating costs for the next 12 months. But, we remain confident for the coming year and Small Steps never wavers. Onwards & Upwards! All the more reason to throw open our doors, to welcome you all to come and see what we do, and in the meantime to thank all of you who have made a difference this year. **Thank you.**

Fundraising Activities

It now costs in excess of £400,000 per year to run Small Steps SFP and it is with thanks to all those individuals and organisations that have helped raise vital funds during the year that enable Small Steps SFP to continue its important work in the community. The fact that Small Steps is a free service and utilises a non-aggressive fundraising style is noted as being key in its fundraising success.

Notable grants and donations received during the year (over £1000), along with initiatives led by parents, friends and colleagues include:



- £75,000 from Give-it-Away (thank you Charlotte)
- £30,875, of a £31,003 (year 3 of 3) from the BBC Children In Need Appeal
- £50,000 from a charitable foundation that wishes to remain anonymous
- £20,872 from 'The Ball' (thank you Sarah, Richard, Ads & Sofie)
- £19,715 from Credit Punch 4 (thank you Richard O'Dwyer)
- £15,800 from the White Thistle Ball (thank you Liz Evans)
- £9079 from the AWTE (Association of Women Travel Executives – thank you Jane)
- £10,000 from the Tommy Hollis Children's Fund (thank you Kate & Chris)
- £10,000 from the Porters Trust (2 x £5,000; thank you Chris Daynes & trustees)
- £8000 from the Ingles Charitable Trust (thank you Kate et al)
- £5120 from Daneshill School (thank you Scarlett & April Pollock)
- £4000 from Margaret Webb (Anita's Politics teacher at secondary school; thank you)

- £3293 from eBay (London Community Foundation; thank you Alison Sagar)
- £3075 from GC Gibson; thank you Lucy Kelly
- £2510.63 from Interval International (thank you Danielle et al)
- £2500 from St. James Place Foundation (thanks Roro)
- £2000 from the Alternative Travel Awards (thank you Viv & Nick Wrightman @ Discerning Collection)
- £2000 from Gracious Heart Foundation (thank you Tatiana)
- £2000 from Godolphin & Latymer School (thank you Lauren)
- £1631.96 Kew Fete Committee award (thank you all)
- £1200 (2 x £600) from Pest Houses (thanks Ian Whiteman)
- £1300 from Jonathan P's special birthday (thanks Jonathan)
- £1000 from John Thompson & Partners (thanks Joanna Allen)



Also, not forgetting the Arab Boy Pub in Putney to the tune of £1400 (thank you Phil Evison & Jenny & Al too) and the Bricklayers Arms in Kingston, with over £1200 (thank you Zoe).

Others that merit a particular mention are the Miles Trust £864 (£400 + £464, thanks Angela), the Cheyne Charity (£750, thanks Keith), L'Oréal (£723), Alphabet Nursery (£525, thanks Allison) and Sidley Austin LLP (£500, thanks Jason – and of course all your pro-bono colleagues).

As in previous years the charity hosted stalls at Richmond and Kew Fairs as well as running the Christmas Raffle and organising Branded Christmas Puddings for Corporates.

In addition, the following all contributed through various feats, challenges, sponsorships, events and donations: the Royal Sun Alliance UK Underwriting Team did a sports challenge, Lauren Samuelson and Anne Chesterton hosted their Teapot Gardens; the Mulsanne Partnership completed the Tough Mudder; North Curry Community Coffee Shop; St Winefrede's First Friday Lunch (thanks Liz Robinson); Carols Place in East Sheen; Florence Bance (Ava's mum) completed the London 10k; as did Joanna Allen (Alexander's mum), Helen & James Marchese (Joe's mum & dad), Colin Wood and Dean Cooper; Wilhelm Von Schweinitz (Julius' dad) completed the Blenheim Triathlon; Steve Owens (& pals Des & John) completed The High Pamirs (resulting in a brilliant book); Gareth Burnard (Nora's uncle) completed the Prudential Ride London; Alistair & Marie (Anthea's son & his wife) did the London Triathlon; Sarah Leonard (Alex's mum) completed the Ealing half marathon; Emer Murphy completed the Royal Parks Half Marathon; Teresa Seall (Ellie's grandma) went alcohol free for a month; Minna & Aki (Adele's parents) emigrated; Wes Sparkes (Archie's dad) remembered his grandma; Elizabeth Godfrey (Charlotte's auntie) did the London Marathon; Cady (Stacey's mum) marked Undiagnosed Children's Day; Carol, a friend of Patrick's mum, & her colleagues at Secure Broadcast did the Belfast City Marathon; Sam Kiely (a friend of Joseph B) did the Edinburgh Marathon; as did Joseph's dad Steve; and Susie (Rós' sister), Catherine, Claire, Aven, Eddie & Donal all did the Wimbledon Park 10k and Andrea hosted her Christmas Sale, raising £908.75, all for Small Steps.



So, there it is, another incredible year! You are all amazing... we couldn't do it without you ☺ ... Best Wishes...

Anita

Anita & the Team @ Small Steps
October 2016

Small Steps SFP
Registered Office 166 Roehampton Lane, London SW15 4HR
Company Registration No 8353635 • Registered in England and Wales • Registered Charity No 1150651
Tel: 020 8704 5935 • Email: info@smallsteps.org.uk • www.smallsteps.org.uk

SMALL STEPS SFP

Report and Financial Statements

for the year ended 31 May 2016

Company number: 08353635

Registered Charity number: 1150651

SMALL STEPS SFP - year ended 31 May 2016

TRUSTEES' REPORT

Directors' Report

The trustees present their annual report and financial statements for the year ended 31 May 2016 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The report and financial statements have been prepared in accordance with the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ('Charities SORP FRS 102'), the Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland ('FRS 102') and the special provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime. The trustees have chosen to adopt the revisions to FRS 102 (September 2015) and The Companies, Partnerships and Groups (Accounts and Reports) Regulations 2015 (SI 2015/980) in preparing these accounts.

The company is limited by guarantee of members and therefore does not have share capital. The liability of members is limited to £1.

Administrative information

Charity name:	Small Steps SFP
Company number:	08353635
Charity number:	1150651
Registered office and operational address:	166 Roehampton Lane, London, SW15 4HR

Objective of the charity

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.

Directors and trustees

The directors, who are also trustees of the charity under charity law, held office during the period as follows:

Andrea Samuelson	Chair
Davina Newall	(resigned 1 July 2015)
Tim Theobalds	Treasurer
Joanna Brotherstone	
Rachel Pain	
Patrick de Vink	(appointed 26 August 2015)
Mike Fitzpatrick	(resigned 22 September 2015)
Elizabeth Dawson	(resigned 28 September 2015)
Leonard Stevens	
Genesta Luxmoore	(appointed 16 March 2016)
Greg Ross-Sampson	(appointed 11 May 2016)

In addition to their responsibilities as directors, Tim Theobalds, Joanna Brotherstone and Greg Ross-Sampson are Members of the Company. Employees of the charity, Tricia Paterson and Anita Coppola are also members. All of the above trustees also comprise the Management Committee of the charity. The Board delegates the day-to-day management of Small Steps to Anita Coppola, Head of Small Steps.

Public Benefit

The trustees 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.

Appointment

The trustees have the power to appoint new trustees. They may also be appointed by ordinary resolution at the AGM or at a General Meeting. Either means of appointment is acceptable.

TRUSTEES' REPORT

Objectives and Activity

The company has only one category of charitable activity as defined by its objective: 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. The charity operates from 166 Roehampton Lane, London, SW15 4HR.

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. Numbers on roll increased throughout the year - 66 children on 1 June 2015 and 69 children on 31 May 2016. Subsequent to the year end, a further 2 families had visited and been booked in for assessment and 6 further families had made enquiries and were scheduled in to visit. This year the charity's priority was to reduce the number of families waiting and the length of time they had to wait. We were thrilled to achieve this by year end, with no families waiting. The number of groups delivered each week increased from 13 to 14 of which all were weekly (this is an increase from 9 being weekly and 4 being fortnightly). In addition at year end there were 3 regular individual 1:1 sessions being delivered.

The Small Steps staff infrastructure during this period has grown to accommodate developments and now consists of 6 full-time professional practitioners (two of whom were appointed in September 2015), and 5 part-time personnel. The full-time staff team includes a teacher, 2 conductor-teachers with Qualified Teacher Status (QTS) a physiotherapist and two graduate conductors from the Peto Institute (Budapest). Part-time personnel include two activity coordinators / administrators, two professional practitioners (one of whom is employed on a freelance basis and the other of whom elected to reduce her working days from 3.5 to 1.5 during the year) and a Charity Liaison Ambassador.

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 years curriculum guidelines.

Children attending Small Steps have ranged from 6 months to 5 years of age. Families with children as young as 3 months have contacted the charity this year. Attendees have lived predominantly in South-West London, though with the catchment area now extending over 25 boroughs (up from 21) this is more evenly spread across London and surrounding regions. Cohorts resident in Wandsworth Borough do still remain the largest number. All sessions operate for 2 to 3 hours on a group basis and include a maximum of 5 children for most groups, with one group of 7 children. The group size is as appropriate to the children's needs.

Achievements and Performance

The ongoing achievements of the charity are those evidenced by the children and their parents. A parent writes: *"T has significantly improved his gross and fine motor skills since starting Small Steps. He's really benefited from the wide range of activities and games and equipment on offer. Perhaps even more importantly he has really grown in terms of his confidence and social skills, developing into a more outgoing, happier boy who's now ready to start nursery. On a practical level, we've learnt a lot of new activities, exercises and games to use with T at home. On a more personal note, the support, kindness, patience, and good advice we've received from you have been completely invaluable during these challenging early years of T's diagnosis. Thank you so much for everything you've done for our family."*

In addition this year, the single greatest achievement has been the significant reduction in the time families were waiting to access sessions – down from an average 5-6 months to the successful aim of being able to offer something within six weeks. This has been achieved following very positive discussions with the Local Authority, who identified a suitable property within the local area (Fontley Way) and provided it to Small Steps to utilise for additional sessions. The provision of this second space, with a room large enough to deliver an optimum group size of 5, in conjunction with the recruitment of the two graduate conductors, created more capacity which was capitalised upon. Small Steps cleaned and painted the space, though Wandsworth LA remained the lead agency for the Fontley Way building throughout the year. The split-site sessions started in January 2016 and the additional capacity also enabled all groups to be made weekly from April 2016.

TRUSTEES' REPORT

Achievements and Performance (*continued*)

The two new graduate recruits were employed on a term-time plus three week contract, similarly to other staff. This ensures that Summer School sessions and Easter Club will always be a feature in the Small Steps calendar. In July 2015 30 families signed up for Summer School, 69 places were offered, with 80 % attendance. In April, 31 families attended Easter Club, utilising 37 spaces.

On 9 July 2015 Small Steps celebrated its 18th Birthday Year with a big party. The guest list spanned 18 years and more than 130 guests attended. Charlotte Grobien OBE (www.give-it-away.co.uk) handed over a 'birthday present' cheque for £75,000. This, in addition to the £50,000 'anonymous' donation meant Small Steps started the year in a strong position. Councillor Steffi Sutters and Councillor Jeremy Ambache attended the party and with Fontley Way on the agenda good links were maintained and new ones then established with Councillor Sue McKinney and Councillor Kathy Tracey, both of whom visited Small Steps in the autumn term.

Other achievements this year include the re-introduction of regular parent evening sessions. The first, on 8 February, was 'Welcome to Fontley Way plus Disability Awareness' followed by 'Resilience & Coping Strategies' on 7 March. Further dates are already established for next year, including 'The Education, Health Care Plan process' which is scheduled for 9 June. Peer to Peer observations were also re-introduced this year, initiated by the new practitioner team dynamic. They were very well received and it is hoped they will continue as part of the annual cycle.

A new Business Plan was approved in May. Following on from the Qualitative Research completed last year, and a subsequent 'Next Steps' workshop on 27 November, the Plan details some of the characteristics of Small Steps – it is strong, nurturing, supportive, protective like a bear! It has a clear sense of purpose; that of helping children and their parents. And, in the context of any growth, Small Steps must never lose its personal touch and family feel. One main aim for Small Steps is that it keeps delivering on its objectives, but with no dilution in its strengths; warm, welcoming, positive, friendly, expert, flexible, resourceful, and spontaneous and going with the flow.

A parent writes: "From the moment we arrived at Small Steps we were surrounded by positivity and were made to feel like part of a family. Suddenly there were people in our life who shared our belief in our daughter's potential and moreover knew how to harness and nurture that potential. The Small Steps team has helped B to achieve huge milestones. Milestones we could only dream of a year ago. They do this by breaking them down into manageable goals and guiding us every step of the way in reaching them. B loves every session and has absolutely no idea how much good all of the fun she is having is actually doing her and as a parent you get to meet and chat with other parents and carers."

There were the usual 'Give-Back' weeks during the year, generating lots of practical resources such as cleaning products that help keep running costs low. We also produced calendars at Christmas; with every group contributing artwork. These proved very popular, with more than 500 distributed. Some corporate links also utilised the Small Steps Christmas Puddings as client gifts. Also at Christmas, Live Music Now entertained guests and Santa made a brief appearance at the Children's Party on Friday 11 December. Further achievements during the year included the visit by a professional photographer to take some photographs of the children, the third Radnor House 'MAD (Make a Difference) Day' on 30 September and the organising and delivery of a second Ball for Small Steps on 7 May. It's quite some achievement every year to maintain links with friends and funders, whilst also establishing and nurturing new relationships. Notably this year, Richard O' Dwyer delivered on yet another Credit Punch Event (his fifth) whilst the Association of Women Travel Executives (AWTE) selected Small Steps as their Christmas Charity partner for the first time.

The Graduation criteria for leaving Small Steps were again maintained during the year. The pathway for children with a neurological diagnosis such as cerebral palsy is different from those children who present with a motor development delay, though notably this year those children too were offered weekly sessions. All children that have a primary physical need continue to access sessions until such time that they are full time at school (no later than age 5).

TRUSTEES' REPORT

Achievements and Performance *(continued)*

The use of social media is still important to the charity and numbers have increased again, with over 652 likes (followers) now on Facebook (SmallStepsSfp) up 117 from 535 in the prior period and some posts got an audience of up to 1,700. There are 316 followers on Twitter – up from 228 last year (#smallstepstweet). The electronic E-News, is now being distributed to 1,428 stakeholders, up from 366 last year. In addition, the 'Family Forum' continues to attract new and graduate families – with now 77 active members. The Forum provides opportunities to exchange information together. The charity maintains a frequently updated website – www.smallsteps.org.uk - which aims to inform stakeholders of news and events, to raise public awareness of the charity and to encourage fund raising.

Small Steps SFP has no secured funding stream and relies heavily on charitable grants, events and voluntary donations. It cost in excess of £400,000 to run Small Steps SFP during this period. A number of notable donations and grants were received. In addition, many initiatives were led by parents, friends and colleagues. Small Steps SFP provides a free service, though several parents make regular donations and/or tell their friends about the charity. It is with thanks to all those individuals and organisations that have helped raise the vital funds during the period that enable Small Steps SFP to provide its important work. We are particularly grateful to all those who have contributed.

Governance and Management

A Board of eight trustees governs Small Steps SFP. Davina Newall resigned in July 2015 and Mike Fitzpatrick similarly in September. Patrick de Vink was appointed in August 2015 and Greg Ross-Sampson was appointed in May 2016. Both are parents of Small Steps children, so the number of parent users on the Board remains at four. Genny Luxmoore, a lawyer, was also appointed to the Board in March 2016. 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 finance and personnel sub-committees met a number of times throughout the year. The Effective Provision and Strategic Planning group morphed into the Premises sub-committee and it too met during the year. The Board delegates the day-to-day management of Small Steps to Anita Coppola, Head of Small Steps. The activity coordinators/administrators maintain the operation 'behind the scenes' and support the professional team, both initially working twenty-four hours per week, though one increased to 26 hours per week in April 2016 and was re-designated Business Manager. In September 2015 Small Steps re-advertised the post of Charity Support Administrator. A candidate was appointed but then did not take up the position. It will be re-advertised next year. The proposals made last year as to how to resolve variations and discrepancies in contracts were adopted this year, giving much more clarity and definition as to how the charity operates.

On 19 January, Charlotte Grobien OBE delivered her presentation 'Giving and the Donor Perspective' to the Board and as mentioned earlier, the recommendations from the qualitative research project were pulled together and the new Business Plan was agreed at year end in May 2016.

The trustees are keen to support training in the context of career and service development. Staff training this year included Therapeutic Listening (for the whole Practitioner Team) during the autumn Term and 'Unpicking Aspects of Working as a Team' in the spring. Other training this year included attendance on the 'Certificate in Humanistic Counselling Skills' course for one of the team, plus twilight CSP (Chartered Society of Physiotherapy) sessions on 'Selective Dorsal Rhizotomy' (Sept 2015), 'What is dystonia' (Oct 2015), 'Common Neonatal Neurological conditions' (Feb 2015) and 'Outcome Measures for children with CP' (May 2016). Similarly, 'Baby Talk – Communication & Language Development from Birth to Three' was attended in June 2015 and Oily Cart training in June 2016. In October 2015 the Business Manager attended 'Contracts of Employment' as well as completing an 'Expenses & Benefits' webinar that month. In October too, one of the practitioners attended three days at the Pace Centre: "An introduction to the Practice & Principles of Conductive Education."

In addition to the trustees and staff, the charity is very fortunate to benefit from the hard work of a large number of volunteers who support the charity and its activities. Volunteers that merit a particular mention include Lindsay Panteli (payroll), Lucinda Gurnhill (support in a session) and Zoe Day (fundraising).

TRUSTEES' REPORT

Risk Management

The trustees have identified three main risks faced by the charity:

- 1) Funding – obtaining sufficient income to provide for the needs of the charity.
- 2) Personnel – recruiting and retaining sufficient levels of skilled staff.
- 3) Premises – currently donated by London Borough of Wandsworth.

The trustees are proactive in their response to these risks and have established policies and procedures that are designed to provide reasonable, but not absolute, assurance against these and other risks. The Board meets regularly and has sought to establish good governance practice. This includes effective sub-committees such as Finance and Personnel. The Management and the Board keeps all risks under review.

The charity holds its funds in several bank accounts to maximise the protection offered by the Financial Services Compensation Scheme. The charity holds a certain amount of its funds in short term interest bearing deposits which are not sufficiently liquid to be classified as cash but whose maturities are no longer than 6 months. The charity monitors the cash position on an ongoing basis to ensure that sufficient cash and cash equivalents are available to meet any short term needs. As the charity has no ongoing funding stream, being reliant on ad hoc grants, donations and fundraising, a key focus of the trustees is to have adequate funding to safeguard its mainstream daily activities and meet its commitments to the children, parents and its staff. The charity therefore aims to have sufficient cash reserves to enable the charity's operation to run until at least the end of the next school year (July 2017). In addition it hopes to have some excess funds to finance development.

The funding situation is always at risk. The trustees are mindful of the wider economic climate and are vigilant to this, striving to use all money raised in the most efficient and cost effective manner, whatever the conditions.

Financial Review

The new accounting framework, FRS 102 and the corresponding Charities SORP FRS 102, were adopted for the first time in preparing these accounts. The trustees are satisfied that there is therefore no difference to the funds of the charity brought forward from the prior year as stated under the previous Generally Accepted Accounting Practice. The trustees have chosen to adopt the revisions to FRS 102 (September 2015) and The Companies, Partnerships and Groups (Accounts and Reports) Regulations 2015 (SI 2015/980) in preparing these accounts, under which the charity qualifies as a small company.

The charity generated £427,334 of incoming resources during the year, of which £338,993 (79%) was from voluntary donations and grants. A total of £392,913 (92% of income and 91% of total costs) was spent on charitable activity; that of benefiting children with cerebral palsy or other motor sensory impairments.

Small Steps SFP has total funds of £395,925 carried over. All of these funds are allocated to running costs over coming year – plus premises costs (backdated and current).

It is notable that last year income to the charity was in excess of expenditure, whilst this year the income did not cover expenses and the cost base continues to rise, with additional staff and increasing property costs. The trustees remain satisfied that the charity has sufficient reserves at 31 May 2016 to meet any shortfall between incoming resources and expenditure of resources for at least the twelve months following the date of presenting the accounts. The accounts have therefore been prepared on the going concern assumption.

The charity will continue to face the ongoing risk of needing to fund its premises, recognising that as there is no long term funding arrangement in place (most grants and donations being made on a one-off basis). It will need to work as hard as ever to secure income, in light of the now increased service, corresponding increase in cost base and no confirmed future premises.

TRUSTEES' REPORT

Related Parties

Small Steps SFP 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 (London Borough of 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 trustees or people connected to them. No transactions were made with trustees or connected persons other than voluntary unconditional donations to the charity.

Future developments

The charity has been focussed this year on meeting increased demand, both reducing the number of families waiting for a space in a group and reducing the length of wait for a space. This ambition has been achieved. At year end, there is no waiting list, numbers on roll are higher than they have ever been and all groups are weekly. In the coming year the charity will seek to sustain its aim of offering something to all new families within 6 weeks. But this expansion comes with a correlating increase in the cost base, in light of which it is timely that the charity will seek to review its fundraising methodology. It will do this in the context of (now familiar) staff and premises changes.

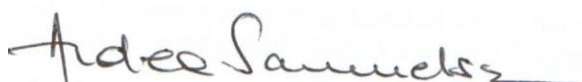
One of the new graduate conductors recruited during the year has advised that she will be returning to Hungary after summer school to take up a position there. The part-time professional practitioner (physiotherapist) and long-standing (19 years) member of staff has advised that she will fully retire in the summer. The Charity Liaison Ambassador role is being reviewed and the full time Charity Support Assistant position still remains vacant. The trustees have agreed in the coming year to offer the freelance physiotherapist a position at Small Steps to alleviate some of the potential gaps and once again practitioner staff roles will be consolidated to accommodate all necessary tasks.

Alongside this, the Local Authority has advised that the building at Fontley Way will not now be made available to Small Steps for long term usage. Negotiations with key Council personnel and with local Councillors have been established and continue in order to seek resolution to the need for a safe and secure permanent home for the charity. In the meantime, Small Steps has obtained an agreement to extend its lease at 166 Roehampton Lane and to gain additional space there. This will ensure that Small Steps continues to 'put families first' whilst conscious that the sale and redevelopment of 166 Roehampton Lane remains on the agenda and the (now expanded) charity will have to relocate within the next few years.

External scrutiny

The external scrutiny requirements of the company are governed by both the Companies Act 2006 and the Charities Act 2011. For the year ended 31 May 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to the small companies regime. An independent examination is required in accordance with the Charities Act 2011. The independent examination will be filed together with this report and accounts with the Charity Commission but does not form part of this report and accounts for the purposes of filing with Companies House under the Companies Act 2006.

By order of the Board



Andrea Samuelson
Chair, Board of Trustees

166 Roehampton Lane, London, SW15 4HR

28 October 2016

SMALL STEPS SFP - year ended 31 May 2016

Statement of trustees' responsibilities in respect of the Trustees' Report and the financial statements

The charity trustees (who are also the directors of Small Steps SFP for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and regulations.

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

SMALL STEPS SFP - year ended 31 May 2016

Independent examiner's report to the trustees of Small Steps SFP

I report on the accounts of the company for the year ended 31 May 2016, which are set out on pages 10 to 20.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



M Pennington FCA

4 Summerfield, Ashted KT21 2LF

28 October 2016

SMALL STEPS SFP - year ended 31 May 2016

STATEMENT OF FINANCIAL ACTIVITIES
(including the Income & Expenditure Account)

for the year ended 31 May 2016

		2016 Unrestricted Funds Note £	2016 Restricted Funds £	2016 Total Funds £	2015 Total Funds £
Income:					
<i>Donations and Legacies</i>					
Donations and grants	2	278,578	60,415	338,993	304,378
<i>Income from other trading activities</i>					
Fund raising events		83,437	-	83,437	66,722
<i>Investment Income</i>					
Interest on bank deposits		4,904	-	4,904	5,329
Total Income		366,919	60,415	427,334	376,429
Expenditure					
Costs of raising funds	4	(40,744)	-	(40,744)	(26,137)
Expenditure on charitable activity	4	(326,328)	(66,585)	(392,913)	(309,982)
Total expenditure		(367,072)	(66,585)	(433,657)	(336,119)
Net income / (expenditure) and net movement in funds for the year		(153)	(6,170)	(6,323)	40,310
Reconciliation of funds					
Total funds brought forward		387,911	14,337	402,248	361,938
Total funds carried forward	14	387,758	8,167	395,925	402,248

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

SMALL STEPS SFP - year ended 31 May 2016

**BALANCE SHEET
as at 31 May 2016**

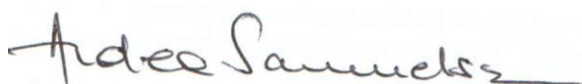
	<i>Note</i>	2016 £	2015 £
Fixed Assets			
Tangible fixed assets	<i>10</i>	1,137	1,894
Current Assets			
Debtors	<i>11</i>	47,015	7,470
Investments	<i>12</i>	130,193	88,464
Cash at bank and in hand		245,523	321,667
Total current assets		422,731	417,601
Liabilities			
Creditors falling due within one year	<i>13</i>	(27,943)	(17,247)
Net current assets		394,788	400,354
Net assets		395,925	402,248
The funds of the charity:			
Unrestricted income funds		387,758	387,911
Restricted income funds		8,167	14,337
Total charity funds	<i>14</i>	395,925	402,248

In approving these accounts, the directors confirm that:

- For the year ended 31 May 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies
- The members have not required the company to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006
- The directors acknowledge their responsibility for:
 - i) ensuring the company keeps accounting records which comply with Section 386; and
 - ii) preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial period, and of its excess of income over expenditure for the financial period, in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as is applicable to the company.
- The directors have prepared these accounts in accordance with the special provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 12 to 20 form part of these accounts.

These financial statements were approved by the board of directors on 28 October 2016 and signed on their behalf by:



Andrea Samuelson
 Director and Chair, Board of Trustees
 Small Steps SFP
 Company registered number: 08353635

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

1) Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - ('Charities SORP FRS 102'), the Financial Reporting Standard 102 *The Financial Reporting Standard* applicable in the UK and Republic of Ireland ('FRS 102') and the special provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime. The revisions to FRS 102 (September 2015) and The Companies, Partnerships and Groups (Accounts and Reports) Regulations 2015 (SI 2015/980) have been adopted and applied in preparing these accounts, under which the charity qualifies as small company.

The company is exempt from the requirement to prepare a cash flow statement on the grounds of its size.

Small Steps SFP meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. The trustees are satisfied that in the transition from the previous Generally Accepted Accounting Practice (Previous UK GAAP and Charities SORP 2005) the company has made no measurement and recognition adjustments and therefore no restatements were required to comparative items.

There is therefore no difference to the funds of the charity brought forward from the prior year as stated under the previous Generally Accepted Accounting Practice to that as stated under the FRS 102 and the Charities SORP FRS 102.

c) Preparation of the accounts on a going concern basis

The accounts have been prepared on the going concern assumption. The trustees are satisfied that the charity has sufficient reserves at 31 May 2016 to meet any shortfall between incoming resources and expenditure of resources for at least the twelve months following the date of presenting the accounts.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

1) Accounting policies (continued)

d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably. Income is classified under the following activity headings:

Donations and legacies

Donations include all income received by the charity that is, in substance, a gift made to it on a voluntary basis. A donation may be used to meet any expense of the charity (unrestricted funds) or may be donated to meet a particular expense of the charity (restricted income funds). Donations include:

- donations and gifts made by individuals, trusts and foundations and corporations, including any related tax refund or Gift Aid claimed on gifts made by individuals;
- grants of a general nature provided by government and charitable foundations which are not conditional on delivering certain levels or volumes of a service; and
- donated services and facilities.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

The charity did not receive any income from legacies in the current or prior year.

Income from charitable activities

The charity receives no income from charitable activities as the charitable activity is provided free of charge to children and their families. The charity relies solely on donations, grants and income from fund raising events.

Income from other trading activities

Income from other trading activities includes ticket sales and other income from events organised by or on behalf of the charity.

Investment income

All of the charity's investment income arises from money held in interest bearing bank deposit accounts. The interest income is included when receivable and the amount can be measured reliably by the charity.

e) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably.

In accordance with the Charities SORP FRS 102, time and services provided by general volunteers are not recognised and refer to the Trustees' Annual Report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

1) Accounting policies (continued)

f) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds

Costs of raising funds comprise the costs of encouraging and facilitating the payment of voluntary donations and grants and the costs of organising fund raising events.

Expenditure on charitable activities

Expenditure on charitable activities includes the direct and support costs of delivering the company's sole category of charitable activity: 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.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activity. Support costs include office administration costs and governance costs which support the charity's activity.

These costs have been allocated between cost of raising funds and expenditure on charitable activities. Support costs have been allocated to cost categories based on the estimated usage of supporting resources and an estimate of staff time spent on each category.

Governance costs comprise primarily the costs of compliance with constitutional and statutory requirements.

j) Operating leases

The charity classifies the arrangements with Wandsworth Council regarding the use of premises as operating leases. Under these arrangements a proportion of the operating lease expenses are donated by Wandsworth Council and are recognised as donated facilities. Expenses incurred under operating leases, included those corresponding to a donated facility, are recognised on a straight-line basis over the term of the lease. The donated facility is recognised as income as described above under the policy in respect of "donated services and facilities".

h) Fund accounting

Unrestricted funds are available to use to further any purpose of the charitable undertaking. Designated funds are unrestricted funds which have been set aside to fund particular activities of the charity. Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

1) Accounting policies (continued)

i) Tangible fixed assets.

Tangible fixed assets are stated at historical cost and depreciated over their estimated economic life. Individual fixed assets costing less than £1,500 are written off in the year of purchase. Higher value assets are depreciated over their estimated useful lives as follows: IT equipment: 2 years; Fixtures & fittings: 5 years

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Investments

Current asset investments consist of interest bearing deposit accounts with a maturity longer than three months but lower than twelve months.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial Instruments

The charity only has financial assets of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

p) Pensions

Pension costs includes payments made directly to individual defined contribution schemes held by members of staff.

q) Taxation

As a charity, the company is exempt from tax on income and gains falling within tax legislation to the extent that these are applied to its charitable objects. No tax charges have arisen on the company in the period.

r) Transition to FRS 102

The opening fund balances at the date of transition did not require restatement and no subsequent restatement of items has been required in making the transition to FRS 102. The transition date was 1 June 2014.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

2) Donations and grants

	2016 Unrestricted	2016 Restricted Funds	2016 Total Funds	2015 Total Funds
	£	£	£	£
Grants	13,075	48,415	61,490	94,032
Donations	206,105	12,000	218,105	170,621
Donated services and facilities (note 3)	59,398	-	59,398	39,725
Total donations and grants	278,578	60,415	338,993	304,378
	=====	=====	=====	=====

3) Donated services and facilities

Donated services are recognised where quantifiable and measurable as a donation and a corresponding cost and are analysed as follows:

	2016 £	2015 £
Expenditure on charitable activity:		
Donated facilities: Premises costs	29,341	24,206
Donated services: Legal & professional services	30,057	15,519
	59,398	39,725
	=====	=====

The charity is grateful to Wandsworth Council for its continued support in making premises available for the charity to conduct its activity and to Sidley Austin LLP for their generous provision of pro bono legal services.

The charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

4) Analysis of expenditure

	2016	2016	2016	2015
	Costs of	Expenditure		
	raising	on charitable		
	funds	activity	Total	Total
	£	£	£	£
Staff costs directly attributable to activity	18,497	252,059	270,556	229,012
Premises costs	-	54,955	54,955	34,300
Resources, equipment and other				
direct costs of charitable activity	-	21,012	21,012	9,340
Costs of generating donations and grants	6,633	-	6,633	4,334
Costs of organising fund raising events	15,614	-	15,614	6,813
Support costs (note 5)	-	64,887	64,887	52,320
Total expenditure	40,744	392,913	433,657	336,119
	=====	=====	=====	=====

The company has only one category of charitable activity: 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. Costs have been allocated to cost categories based on the estimated usage of supporting resources and an estimate of staff time spent on each category.

5) Analysis of support costs

	2016	2015
	Total	Total
	£	£
<i>General support costs</i>		
Staff costs attributable to general support	20,030	18,261
Office and other administration costs	9,981	14,411
Legal and professional	30,057	15,519
	<u>60,068</u>	<u>48,191</u>
<i>Governance costs</i>		
Staff costs attributable to governance	4,333	3,619
Office and other governance costs	486	510
	<u>4,819</u>	<u>4,129</u>
Total support costs	64,887	52,320
	=====	=====

Support costs have been allocated to cost categories based on the estimated usage of supporting resources and an estimate of staff time spent on each category. General support costs includes finance, personnel and other administration duties. Office and administrative costs includes IT, postage, stationery, insurance and depreciation of office fixed assets. Legal and professional fees are allocated to general support if they relate to the day to day operation of the charity and to governance if they relate to strategic or regulatory matters. Governance costs includes the costs associated with regulatory requirements and supporting the trustees in their strategic management.

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

6) Net income/(expenditure) for the year

This is stated after charging depreciation of £757 (2015: £3,289) and expenses in respect of operating leases for property of £48,125 (2015: £33,825).

During the period, accounting services and the independent examiner's services were donated without charge on a voluntary basis. The value of these services are not readily quantifiable and have therefore not been recognised.

7) Staff costs and numbers

	2016 £	2015 £
Salaries	261,088	220,588
Social security costs	25,398	22,259
Contributions to defined contribution plans	8,433	8,045
	<u>294,919</u>	<u>250,892</u>
	=====	=====

The charity currently employs six full time and four part time staff (2015: four full time and four part time staff). The average monthly full-time equivalent employees during the year was eight (2015: six)

The charity trustees (who are also the company directors) were not paid and did not receive any other benefits from employment with the charity in the year (2015: £nil) neither were they reimbursed expenses during the year (2015: £nil). No charity trustee received payment for professional or other services supplied to the charity (2015: £nil).

The number of employees with total benefits (excluding employer pension costs) in excess of £60,000 was one in the band of £60,000 to £70,000 (2015: one). Total compensation of key management personnel in the year amounted to £66,567 (2015: £64,788)

8) Related party transactions

Related parties comprise the trustees, key management personnel and their close families. As disclosed in the Trustees' Report, three of the trustees are also members of the company (2015: three). Aggregate unconditional donations of £2,995 were made by related parties to the charity during the year (2015: £2,625). No person related to the charity has any other personal interest into any contract or transaction entered into by the charity during the period (2015: none).

9) Operating leases

Non-cancellable operating lease rentals including donated facilities are payable as follows:

	2016 £	2015 £
Less than one year	9,578	38,000
Between one and five years	-	9,578
	<u>9,578</u>	<u>47,578</u>
	=====	=====

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

10) **Tangible fixed assets**

	IT equipment £	Fixtures & fittings £	Total £
Cost			
At 1 June 2015	9,284	3,661	12,945
Additions	-	-	-
At 31 May 2016	9,284	3,661	12,945
Depreciation			
At 1 June 2015	(9,284)	(1,767)	(11,051)
Charge for period	-	(757)	(757)
At 31 May 2016	(9,284)	(2,524)	(11,808)
Net book value			
At 31 May 2015	-	1,894	1,894
At 31 May 2016	-	1,137	1,137

11) **Debtors**

	2016 £	2015 £
Other debtors	42,052	2,922
Prepayments and accrued income	4,963	4,548
	47,015	7,470

12) **Current asset investments**

	2016 £	2015 £
Interest bearing deposits	130,193	88,464
	130,193	88,464

13) **Creditors falling due within one year**

	2016 £	2015 £
Other creditors	7,070	6,449
Accruals	20,873	10,798
	27,943	17,247

SMALL STEPS SFP - year ended 31 May 2016

NOTES TO THE ACCOUNTS

14) Analysis of charitable funds

	At 1 June 2015 £	Incoming resources £	Outgoing resources £	At 31 May 2016 £
Restricted funds				
Staff costs	14,284	31,926	(41,043)	5,167
Provision of classes	-	17,925	(14,925)	3,000
Resources and equipment	53	-	(53)	-
Premises costs	-	10,564	(10,564)	-
Total restricted funds	<u>14,337</u>	<u>60,415</u>	<u>(66,585)</u>	<u>8,167</u>
Unrestricted funds				
General fund	387,911	366,919	(367,072)	387,758
Total funds	<u><u>402,248</u></u>	<u><u>427,334</u></u>	<u><u>(433,657)</u></u>	<u><u>395,925</u></u>

Purposes of restricted funds

Staff costs

These funds comprise grants and donations towards specific staff costs for specific periods of time.

Provision of classes

These funds comprise grants and donations towards the running costs of teaching/therapy sessions undertaken by the charity and are for specific periods of time.

Resources and equipment

These funds comprise grants and donations towards the cost of specific items of equipment or resources (such as training sessions and provision of external services) to the charitable activities.

Premises costs

These funds comprise grants and donations towards the costs of preparing and servicing premises for the purpose of undertaking the charitable activity.

Purpose of unrestricted funds

General fund

As the charity has no ongoing funding stream, being reliant on ad hoc grants, donations and fund raising, a key focus of the trustees is to have adequate funding to safeguard its mainstream daily activities and meet its commitments to the children, parents and its staff. As most grants and donations are made on a one-off basis, Small Steps SFP needs to work as hard as ever to secure income. It aims to have sufficient reserves each year to enable operation for a further 12 month period. With the expansion of services, increased property costs and increase in staff, the charity's annual cost base has increased. As at 31 May 2016 the charity has £387,758 of unrestricted funds. The trustees have designated all these funds as a general fund to guarantee that the charity can meet its objective and continue to provide its services to disabled children and their families for the coming year.

15) First time adoption of FRS102

This is the first year that the company has presented its financial statements under Financial Reporting Standard 102 (FRS102) issued by the Financial Reporting Council. The last financial statements under the previous UK GAAP were for the year ended 31 May 2015 and the date of transition to FRS102 was therefore the beginning of the current comparative year, 1 June 2014. As described in note 1, as a consequence of adopting FRS102 the directors have reviewed the accounting policies of the company and determined that there is no material impact on the financial statements.