

SMALL STEPS SFP

England & Wales · Charity number 1150651

Details

Other names	SMALL STEPS SFP LIMITED, SMALL STEPS; SMALL STEPS HELPING CHILDREN WITH DISABILITIES AND THEIR FAMILIES; SMALL STEPS SCHOOL FOR PARENTS.
Status	Registered
Legal form	Charitable company
Company number	08353635
Registered	2013-01-31
Register	View on the Charity Commission register

Contact

Address	Small Steps Burleigh House 17-19 Worple Way Richmond TW10 6DG
Phone	02087045935
Email	info@smallsteps.org.uk
Website	http://smallsteps.org.uk/

Activities

Objects: 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.

Activities: Small Steps is a support group for babies & young children who have a physical disability, sensory impairments or genetic disorders. Small Steps runs structured sessions for these little ones and their parents, where parents are hands on with their own child, learning skills to help them in their progress across all areas of their development, directed / facilitated by a multidisciplinary team.

Classification

- **How:** Provides Services
- **What:** Education/training, Disability
- **Who:** Children/young People, People With Disabilities

Geography

- Richmond Upon Thames

Finances

Period end	Income	Expenditure	Assets	Employees
2025-05-31	£600,039	£616,269	£3,707,335	12
2024-05-31	£561,071	£562,229	£3,723,565	12
2023-05-31	£344,660	£503,979	-	-
2022-05-31	£731,731	£490,405	£3,884,042	8
2021-05-31	£996,949	£493,768	£3,642,716	9

Trustees

Name	Role	Appointed
Gillian Norton	Chair	2026-03-26
ANDREA SAMUELSON		2013-01-28
Andrew Christopher Richardson		2024-02-07
Catherine Warland		2026-02-05
Christopher Marshall		2026-01-20
Colleen Grove		2025-11-06
David Marillat		2024-02-07
Deborah Challinor		2021-01-28
Fran Haines		2025-02-13
JOANNA BROTHERSTONE		2013-01-28
Sarah Chapuran		2025-02-13

Accounts

Company Number: 08353635

Charity Number: 1150651

Small Steps SFP
Annual Report and Financial Statements
For the Year Ended 31 May 2025

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Small Steps SFP
Reference and Administrative Details
For the year ended 31 May 2025

Board of Trustees	A Samuelson J Prevezer J Brotherstone MBE D Challinor H Edwards N Preston-Smith A Richardson D Marillat F Haines S Chapuran B Sarson T Theobalds E Chadd M Kelly C Lort-Phillips	Chair Treasurer (appointed 13 Feb 2025, resigned 23 September 2025) (appointed 13 Feb 2025) (appointed 13 Feb 2025) (resigned 22 May 2025) (resigned 17 Oct 2024) (resigned 17 Oct 2024) (resigned 17 Oct 2024) (resigned 17 Oct 2024)
Head of Small Steps	Anita Coppola MBE	
Charity Name	Small Steps SFP also operates under the name of 'Small Steps, School for Parents,' generally shortened to Small Steps. In this report, 'Small Steps' or 'the charity' is used throughout to refer to Small Steps SFP.	
Company Number	08353635	
Charity Number	1150651	
Registered Office	17-19 Worples Way Richmond TW10 6DG	
Auditor	Knox Cropper LLP Chartered Accountants 65 Leadenhall Street London EC3A 2AD	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ	

Small Steps SFP Trustees' Report *For the year ended 31 May 2025*

Trustees' Report

The Trustees (who are also the Directors of the charitable company for the purposes of the Companies Act) present their combined Directors' report and Trustees' annual report, as required by company law, along with the financial statements of the charitable company for the year ended 31 May 2025. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Trust Deed, the Companies Act 2006 and the "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 (FRS102 second edition - effective from January 2019)".

Key Points

- Last year was a much better year than the one before, with fundraising targets being met for the first time in many years. This year then has been all about building on that momentum - formalising the impact, refining the vision and driving Small Steps forward - seeking to benefit more families and in so doing to fully utilise the building - but without losing sight of the core principles and values - and remaining positive!
- The charity's first ever Impact Report was compiled and published early in the year, capturing lots of historical data and detailing the significant impact that Small Steps has made and continues to have on the community of young disabled children and their parents.
- The new Strategy Document 2024-2028 was compiled with input from parents, staff, trustees and graduates before being widely shared.
- The charity successfully appointed a Community and Events fundraiser, and awareness of Small Steps has grown in the Richmond locality. Prior to year-end, on 13 May, Small Steps was confirmed as being one of the two charities being supported by the new Madame Mayor in the coming year.
- Numbers of children and groups remain stable - with additional practitioner recruitment being key to being able to offer any more sessions and an increase in families. During the year, three practitioners were appointed to work in groups, all part-time. There remain additional vacancies - both practitioner and identified infrastructure ones - to meet demand and sustain the charity.
- Small Steps retains six months of running costs.
- The charity continues to face the future with a positive and pragmatic approach, always looking 'onwards and upwards'.

Small Steps SFP Trustees' Report For the year ended 31 May 2025

Objectives and activities

The charity 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 impairment, and their families, through the provision of classes, activities and advice in a supportive environment. The charity operates from 17-19 Worple Way, Richmond, TW10 6DG (Worple Way).

Traditionally, 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. All sessions operate for 2-3 hours on a group basis and include a maximum of 5 children for most groups.

On 31 May 2024 there were 92 children on roll and 20 others who had registered their interest and were waiting. On 31 May 2025 there were 95 children on roll and 22 others who had registered interest. The number of groups delivered each week has increased to 21 (2024: 20). There is space capacity in the building to offer 30 groups a week (140 child-parent partnerships).

In shaping Small Steps objectives and planning the charity's activities, the Trustees have paid due regard to the Charity Commission's guidance on public benefit.

Achievements and performance

The ongoing vision of Small Steps is always to maintain its core focus activity - that of delivering structured sessional groups for pre-school disabled children and their parents in a positive supportive environment with a can-do attitude.

As reported last year, Small Steps continues to fly the flag for Conductive Education, with high demand from families. At the start of the year children were waiting too long to access sessions, but with the recruitment of additional practitioner staff there is increased capacity to deliver more groups, and the wait time has come down.

Small Steps is now in the position to pro-actively approach all localities in the catchment area to remind referral partners to signpost families to the service. Small Steps is particularly keen to increase the cohort of those children attending who have a neurological diagnosis such as cerebral palsy. Numbers on roll with such a diagnosis have reduced below 40% in recent years, with the balance shifting towards those with genetic disorders/syndromes whose pathway through Small Steps can be quicker, which impacts on the turnover of families.

Staffing/Training

There were staff changes during the period - four new appointments, all part-time. At year-end, staff consisted of six full-time personnel (2024: six) and nine part-time (2024: five). Managing a larger (practitioner) team has implications - most notably

Small Steps SFP Trustees' Report *For the year ended 31 May 2025*

around timetabling, communications and maintaining quality/dynamics. The Conductive Education Lead (CEL) and Assistant Head of Small Steps (AHOS) remain in some sessions for continuity/consistency/induction.

The session supporter successfully completed her Level Three Certificate in Conductive Education and Small Steps also facilitated a second-year conductor student on placement from the National Institute of Conductive Education (NICE) Birmingham during the spring term. Regular volunteers continue to provide support in payroll, the management accounts, and grounds maintenance. There have been various volunteers across the year in groups as well as a Duke of Edinburgh Gold Level participant at Small Steps one afternoon a week.

During the period training has included a full day staff inset on mental health strategies, as well as paediatric first aid, and volunteer co-ordination and management. Some of the conductors attended the Professional Conductor Association (PCA) annual conference.

Parent Support, and Community

The Small Steps community is a unique and special one that embraces every child, every family, who has ever come through the doors. This year work started on capturing more of the vast knowledge of the alumni of Small Steps. Graduate and current parents have started a project to create a new parent resource hub, which will hold an enormous amount of useful information for parents.

The Small Steps community also encapsulates friends and stakeholders. This year, one such contact - North Parade Publishing - gifted books from its 'Me and My Feelings' range to the Small Steps children, and the next print run - which sells internationally - will include the Small Steps logo and website on the back cover. Work has started too on developing an appropriate storyline that Small Steps children can particularly identify with.

The charity also accepted plant donations from Petersham Nurseries and hosted a Christmas Fair, welcoming families, friends and local residents to enjoy a peek behind the orange blinds whilst completing their festive shopping!

Once again this year, additional sessions were delivered through to the end of each term to benefit the families, and end of term report writing was then completed during the holiday periods. As usual the Children's Christmas Party was in December and there were Parent Workshops on Communication, Back Care and Finances.

Current parents completed a survey, which then fed into the published Strategy. They identified some of the long-held values that underpin the charity: being caring; empowering; holistic; child-centred; warm; open; supportive; collaborative; transformational and positive.

Small Steps SFP

Trustees' Report

For the year ended 31 May 2025

Visitors

Visitors this year included Sarah Olney MP, several local councillors (most notably Nancy Baldwin and Chris Varley), and the Executive Director of Children's Services. The Strategic Lead and Partnership Officer for Voluntary Sector Partnerships Richmond also visited, as did the Madame Mayor elect.

Small Steps went out too - for example delivering assemblies at St. Elizabeth's School and Kew Nursery - and welcoming children from those schools in to visit.

Premises

The charity is in receipt of an annual donation (Maintenance Grant) restricted to the costs of running the building. Required scheduled - and unscheduled - tasks around the building have been conducted throughout the year. The current staff team continues to absorb the workload. Of note, the car-park entrance was widened, a small part of the car-park perimeter wall that was damaged by tree growth was repaired and issues with deployed fire-curtains were resolved. A new streamlined phone system was also installed.

Since the building ownership was transferred to the charity, there has been no commensurate increase in non-practitioner staff to run/maintain the building - tasks are many, and Trustees remain mindful of this.

Fundraising

Small Steps has never had a secure funding stream and continues to be totally reliant on charitable grants, events, and voluntary donations. A consistent base-level income comes from people who know the charity and are 'giving back' - be that families, friends, their external networks and workplaces. Long gone are the days when Small Steps listed every single donor in its year-end report, there are way too many. To list a few as significant would be an injustice to all. Every donation is important to the charity. Small Steps is extremely grateful to every single person who supports the charity each year in whichever way they can.

Most of the income comes from donations big and small (48%), and online giving (21%) predominantly from challenge events. This year too Small Steps was successful in its application to Reaching Communities - National Lottery - so the percentage income from grants increased to 23% (2024: 16%). Trustees recognise that applying for grants is extremely important and are keen to see this income stream develop further if the charity is to achieve its strategic objectives.

Work commenced this year on cleaning up the in-house database, to better collate supporter data and enable a more targeted fundraising approach. This project will likely result in the introduction of a Customer Relationship Management (CRM) system in the coming year.

Small Steps SFP Trustees' Report *For the year ended 31 May 2025*

As reported above, Small Steps successfully recruited to the role of Community and Events Fundraiser - a Small Steps graduate mum - who is working hard to get the Small Steps name out there. More local companies are approaching Small Steps to find out how they can help.

Financial Review

As noted already, the charity has successfully increased the funds raised this year, though with increasing costs the resulting net unrestricted income before fund transfers of £31,514 is lower than the prior year (2024: £40,415).

Unrestricted funds (our general reserves) at year end were £311,680 (2024: £277,856) which represents 63% of the £497,449 of the annual costs for the year excluding donated services and restricted property costs and depreciation (2024: 61% of £454,921). Unrestricted funds therefore remain sufficient to meet the charity's reserve policy of covering 6-months of running costs.

Total restricted and unrestricted funds at year end are £3,707,335 (2024: £3,723,565) but the majority of these are restricted (the property) and so are not available to meet ongoing funding requirements. The overall net expenditure for the year of £16,230 (2024: £1,158) is due to the depreciation of restricted property assets of £52,635 (2024: £52,635) which does not impact the unrestricted funds.

Trustees remain conscious of the charity's reliance entirely on voluntary donations and continue to manage expenditure carefully. But they are keen to see the strategy achieved, the potential of the donated property fully realised, and more families to benefit. The amount of funds needing to be raised thus ever increases.

In other words, as last year, if the charity is to succeed in its aim of recruiting additional staff to fully maximise the space of the building to benefit more children and families, it needs to keep raising more money.

Risk Management

Risk is an everyday part of charitable activity and managing it effectively is essential if the Trustees are to achieve their key objectives and safeguard the charity's funds and assets. The Trustees at Small Steps have always been proactive in their response to all risks and have established policies and procedures that are designed to provide reasonable, but not absolute, assurance against them. As good governance dictates, they take advice - including legal - and are constantly reviewing all areas of risk management including Health and Safety and Safeguarding.

This year, with newly appointed Trustees joining the Board, it was decided to establish a risk register across all aspects of the organisation. This was completed just after year-end. It details two critical risks - around fundraising and financial stability - with actions already taken to manage and mitigate them. All risks will be reviewed regularly. The Board recognises that the charity is in a definite period of change so in the coming year will increase the number of meetings to twice each

Small Steps SFP Trustees' Report *For the year ended 31 May 2025*

academic term. Sub-Committees will continue to meet two weeks before each Board Meeting.

Future Developments

Small Steps has been on a remarkable journey. Nearly three decades ago the charity started in a small classroom supporting three physically disabled children. Now each week we welcome just under 100 children and their families into the beautifully fit for purpose building.

This year Small Steps published its strategy for the next four years - keen to fully maximise the space of the building and to benefit more children and families. More families will introduce new networks to Small Steps - an opportunity to increase / diversify funding streams.

So, in the coming year, Small Steps will seek to do the following:

- Recruit more practitioner staff (2 FTE) to deliver more groups (up to 24 a week in the coming year, then 30 a week by 2028).
- Recruit additional office staff - particularly an Office Assistant and a Business Assistant to support the increased administrative tasks across the organisation.
- Implement a CRM and upgrade financial systems and processes, to better manage and use valuable data across the organisation.
- Appoint a new Chair of Trustees.
- Assign a Company Secretary.
- Review all employment contracts.
- Complete the project started to get appropriate branding on Sheen Road.

And, as always, Small Steps will retain links with the Conductive Education Consortium UK (CEUK) - to consolidate the national voice for Conductive Education. It will retain a free service for all the families. And it will sustain sufficient funds to ensure running costs are covered for at least one more year.

Structure, Governance and Management

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

The Trustees, who are also the Directors for the purpose of company law, and who served during the year and up to the date of signing the accounts were:

Small Steps SFP

Trustees' Report

For the year ended 31 May 2025

A Samuelson	Chair
J Prevezer	Treasurer (appointed 13 Feb 2025, resigned 23 September 2025)
J Brotherstone MBE	
D Challinor	
H Edwards	
N Preston-Smith	
A Richardson	
D Marillat	
F Haines	(appointed 13 Feb 2025)
S Chapuran	(appointed 13 Feb 2025)
B Sarson	(resigned 22 May 2025)
T Theobalds	(resigned 17 Oct 2024)
E Chadd	(resigned 17 Oct 2024)
M Kelly	(resigned 17 Oct 2024)
C Lort-Phillips	(resigned 17 Oct 2024)

The Trustees have the power to appoint new Trustees, who are then ratified by ordinary resolution at a General Meeting.

The Charity Governance Code recommends that if a Trustee serve more than a 9-year term, then this should be subject to rigorous review and should be explained in the Trustee Annual Report'. The Board recognises that J Brotherstone and A Samuelson have been Trustees for more than 9 years - their long view of the history of the organisation being recognised as a valuable asset. The plan to appoint a new Chair has been actioned - role description and advertised - with a likely successor to A Samuelson being appointed at the AGM.

In addition to their responsibilities as Trustees, all the Board are Directors and Members of the Company. The Board delegates the day-to-day management of Small Steps to Anita Coppola MBE, Head of Small Steps - who is also a member.

The Board of Trustees governs Small Steps. Four (2024: seven) of the Board are parents of Small Steps children.

In addition to the Trustees and staff, Small Steps is truly fortunate to benefit from the hard work of many volunteers who support the charity and its activities. Too numerous to mention, Small Steps would not be the place that it is without them.

Related Parties

Small Steps is an independent charity. 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.

**Small Steps SFP
Trustees' Report
For the year ended 31 May 2025**

External scrutiny

Due to the value of the total assets the charity is not eligible for audit exemption.

Last year TC Group Citroen Wells was appointed as auditor to the charity during the period under review. This year, after a tendering process, Knox Cropper LLP was appointed.

The Board of Trustees approved the Trustees' report.

A Samuelson
Trustee

Dated.....06/11/25.

Andes Samuelson

Small Steps SFP

Independent Auditor's Report

To the Trustees of Small Steps SFP

Opinion

We have audited the financial statements of Small Steps SFP (the 'charitable company') for the year ended 31 May 2025 which comprise the Statement of Financial Activities (including the Income and Expenditure Account), the Balance Sheet, statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 May 2025 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such

Small Steps SFP Independent Auditor's Report To the Trustees of Small Steps SFP

material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report, included within the Trustees' Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are Required to Report by Exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Proper and adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue

Small Steps SFP

Independent Auditor's Report

To the Trustees of Small Steps SFP

an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The charitable company is required to comply with charity law and, based on our knowledge of their activities, we identified that the legal requirement to accurately account for restricted funds was of key significance.
- We gained an understanding of how the charitable company complied with their legal and regulatory framework, including the requirement to properly account for restricted funds, through discussions with management and a review of the documented policies, procedures and controls.
- The audit team, which is experienced in the audit of charities, considered the charitable company susceptibility to material misstatement and how fraud may occur. Our considerations included the risk of management override.
- Our approach was to check that all restricted income was properly identified and separately accounted for and to ensure that only valid and appropriate expenditure was charged to restricted funds. This included reviewing journal adjustments and unusual transactions.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Knox Cropper LLP

Simon Goodridge (Senior Statutory Auditor)
For and on behalf of Knox Cropper LLP (Statutory Auditor)
65 Leadenhall Street
London
EC3A 2AD

Date:

6/11/25

Small Steps SFP

Statement of Financial Activities (Including the Income and Expenditure Account)

For the year ended 31 May 2025

	Note	Unrestricted Funds	Restricted Funds	Total Funds Year Ended 2025 £	Total Funds Year Ended 2024 £
INCOME AND EXPENDITURE		£	£	£	£
Income from:					
Grants and donations	2	448,561	141,566	590,127	469,346
Other trading activities	3	2,395	-	2,395	84,685
Investments	4	7,517	-	7,517	7,040
Total Income		458,473	141,566	600,039	561,071
Expenditure upon:					
Raising Funds	5	61,559	-	61,559	85,641
Charitable Activities	6	365,400	189,310	554,710	476,588
Total Expenditure		426,959	189,310	616,269	562,229
Net Income/(Expenditure)		31,514	(47,744)	(16,230)	(1,158)
Transfers between funds	15	2,310	(2,310)	-	-
Net Movement in funds for the year		33,824	(50,054)	(16,230)	(1,158)
Net funds at 1 June 2024		277,856	3,445,709	3,723,565	3,724,723
Net funds at 31 May 2025		311,680	3,395,655	3,707,335	3,723,565

The notes on pages 16 to 24 form part of these financial statements.

All activities derived from continuing operations in each of the above two financial periods.

Small Steps SFP

Statement of Financial Position

For the year ended 31 May 2025

	Notes	2025 £	2024 £
Fixed Assets			
Property, plant and equipment	12	3,247,902	3,300,537
Current Assets			
Debtors	13	41,686	50,943
Cash at bank and in hand		<u>435,294</u>	<u>391,771</u>
		476,980	442,714
Creditors: Amounts falling due within one year	14	<u>(17,547)</u>	<u>(19,686)</u>
Net Current Assets		<u>459,433</u>	<u>423,028</u>
Total Assets Less Liabilities		<u>3,707,335</u>	<u>3,723,565</u>
Funds			
Restricted	15	3,395,665	3,445,709
Unrestricted		<u>311,680</u>	<u>277,856</u>
		<u>3,707,335</u>	<u>3,723,565</u>

The notes on pages 16 to 24 form part of these financial statements.

The financial statements were approved by the Board and authorised for issue on 6 November 2025 and signed on its behalf by:



Name: ANDREA SAMUELSON
Trustee

Company Registration Number: 08353635
Registered Charity Number: 1150651

Small Steps SFP

Statement of Cashflows

For the year ended 31 May 2025

	Notes	2025 £	2024 £
Net cash provided by operating activities	17	36,006	18,197
Investing activities			
Investment income received		7,517	7,040
Net cash provided by investing activities		<u>7,517</u>	<u>7,040</u>
Net change in cash and cash equivalents in the period		<u>43,523</u>	<u>25,237</u>
Reconciliation of net cash flow to movement in net cash			
Movement in net cash in the period		43,523	25,237
Net cash and cash equivalents brought forward		<u>391,771</u>	<u>366,534</u>
Net cash and cash equivalents carried forward		<u>435,294</u>	<u>391,771</u>

The charity has not provided an analysis of changes in net debt as it does not have any long-term financing arrangements.

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

1 Accounting Policies

Charity information

Small Steps SFP is a private company limited by guarantee incorporated in England and Wales. The registered office is at 17-19 Worple Way, Richmond, TW10 6DG.

Basis of Accounting

The financial statements have been prepared under the historical cost convention and in accordance with the accounting policies set out below. The financial statements comply with the charity's governing document, the Charities Act 2011, the accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 second edition - effective from January 2019).

The Charity is a Public Benefit Entity as defined by FRS102. The financial statements are prepared in Sterling, which is the functional currency of the Charity.

Going Concern

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

Income

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

Income from investments and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity.

Donated facilities and services

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.

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.

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

Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Wherever possible costs are directly attributed to these headings. Costs common to more than one area are apportioned on the basis of staff time.

Governance costs are those incurred in the governance of the charity and are primarily associated with the constitutional and statutory requirements. These are included within the support costs of the charity.

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

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

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.

Fund Accounting

Unrestricted funds are available to use to further any purposes of the charitable undertaking.

Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

Tangible Fixed Assets

Purchased tangible fixed assets are initially recorded at cost and donated tangible assets are recorded at fair value. All tangible fixed assets apart from freehold land are depreciated over their estimated economic life. Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Not depreciated
Freehold buildings	50 years straight line
Fixtures and fittings	20 years straight line

Cash and cash equivalents

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

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 year.

Retirement benefits

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

Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods. The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are depreciation and theatre tax relief.

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

2 INCOME FROM GRANTS AND DONATIONS

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Donations and gifts	438,561	-	438,561	367,974
Grants	-	141,566	141,566	96,072
Donated facilities and services	10,000	-	10,000	5,300
Total Income from Grants and Donations	448,561	141,566	590,127	469,346
Income from Grants and Donations 2024	381,848	87,498	469,346	

Donated facilities and services

Donated services in the current and prior years include legal services. The charity is grateful 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. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted 2025 £	Unrestricted 2024 £
Fundraising events	2,395	84,685

4 INCOME FROM INVESTMENTS

	Unrestricted 2025 £	Unrestricted 2024 £
Investment income	7,517	7,040

5 RAISING FUNDS:

	2025 £	2024 £
Fundraising and publicity		
Costs of generating donations and grants	10,673	15,190
Costs of organising fundraising events	312	23,111
Staff costs	50,574	47,340
	61,559	85,641

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

6 CHARITABLE ACTIVITIES

	2025	2024
	£	£
Staff costs	342,257	301,365
Depreciation and impairment	56,185	52,635
Premises costs	52,635	49,373
Other direct charitable expenditure	8,380	5,975
	<u>459,457</u>	<u>409,348</u>
Support costs (Note 8)	78,045	48,563
Governance costs (Note 8)	17,208	18,677
	<u>554,710</u>	<u>476,588</u>
Analysis by fund		
Unrestricted funds	365,400	347,517
Restricted funds	189,310	129,071
	<u>554,710</u>	<u>476,588</u>

7 TRUSTEES

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8 SUPPORT AND GOVERNANCE COSTS

	Support costs £	Governance costs £	Total 2025 £	Total 2024 £
Staff costs	34,046	5,817	39,863	37,653
Office and other administration costs	33,999	1,851	35,850	16,487
Legal and professional fees	10,000	-	10,000	3,800
Audit fees	-	9,540	9,540	9,300
Total support and governance costs 2025	<u>78,045</u>	<u>17,208</u>	<u>95,253</u>	<u>67,240</u>
Total support and governance costs 2024	<u>48,563</u>	<u>18,677</u>	<u>67,240</u>	

All support and governance costs have been allocated to the charity's sole charitable activity.

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

9 NET MOVEMENT IN FUNDS

This is stated after charging:

	2025	2024
	£	£
Depreciation of fixed assets	52,635	52,635
Trustees' remuneration	-	-
Trustees' reimbursed expenses	-	-
Auditors' remuneration		
Statutory audit	9,540	9,300
Other services	-	-

10 STAFF COSTS AND NUMBERS

Staff costs were as follows:

	2025	2024
	£	£
Salaries and Wages	385,153	343,279
Social Security Costs	30,887	28,241
Pension Costs	16,654	14,838
	<u>432,694</u>	<u>386,358</u>

One employee received remuneration in excess of £60,000 in the year (2024: 1) as follows:

	2025	2024
£70,000 - £79,999	1	1

The key management personnel of the charitable company, other than the Trustees, is the Head of Small Steps. The total employee benefits of the key management personnel were £78,433 (2024: £76,291)

Average monthly number of employees during the year was:

	2025	2024
Full Time	6	6
Part Time	6	6
Total	<u>12</u>	<u>12</u>

The average monthly full time equivalent employees during the year were 9 (2024: 9)

11 TAXATION

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

12 TANGIBLE FIXED ASSETS

	Freehold land & buildings £	Fixtures and fittings £	Total £
Cost			
At 1 June 2024	3,067,858	425,565	3,493,423
At 31 May 2025	<u>3,067,858</u>	<u>425,565</u>	<u>3,493,423</u>
Depreciation			
At 1 June 2024	116,804	76,082	192,886
Charge for the year	31,357	21,278	52,635
At 31 May 2025	<u>148,161</u>	<u>97,360</u>	<u>245,521</u>
Net Book Value			
At 31 May 2025	<u>2,919,697</u>	<u>328,205</u>	<u>3,247,902</u>
At 31 May 2024	<u>2,951,054</u>	<u>349,483</u>	<u>3,300,537</u>

13 DEBTORS

	2025 £	2024 £
Other receivables	24,166	35,784
Prepayments and accrued income	<u>17,520</u>	<u>15,159</u>
	<u>41,686</u>	<u>50,943</u>

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Other taxation and social security	6,615	5,789
Accruals	<u>10,932</u>	<u>13,897</u>
	<u>17,547</u>	<u>19,686</u>

Small Steps SFP

Notes to the Financial Statements

For the year ended 31 May 2025

15 STATEMENT OF FUNDS

	Balance at 2024	Income	Expenditure	Transfers & Investment Gain/Loss	Balance at 2025
RESTRICTED FUNDS					
Staff costs	3,125	16,000	(16,314)	-	2,811
Provision of classes	5,000	62,174	(61,174)	-	6,000
Resources and equipment	-	3,002	(3,002)	-	-
Premises costs	137,047	60,390	(56,185)	(2,310)	138,942
Donated asset	3,300,537	-	(52,635)	-	3,247,902
TOTAL RESTRICTED FUNDS	3,445,709	141,566	(189,310)	(2,310)	3,395,655
UNRESTRICTED FUNDS					
GENERAL FUNDS	277,856	458,473	(426,959)	2,310	311,680
TOTAL FUNDS	3,723,565	600,039	(616,269)	-	3,707,335

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 maintenance and renovation of the premises in which the charity undertakes its main activities.
Donated assets	These funds comprise the value of the property donated to the charity.
Transfer	Amounts are transferred between restricted and unrestricted funds when the donor has agreed that restrictions cease to apply and the funds may be utilised for general running costs

Accounts

Charity registration number 1150651

Company registration number 08353635 (England and Wales)

SMALL STEPS SFP

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2024

SMALL STEPS SFP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Samuelson T Theobalds J Brotherstone MBE M Kelly R Sarson D Challinor E Chadd C Lort-Philips A C Richardson N Preston-Smith D Marillat H Edwards	(Appointed 7 February 2024) (Appointed 7 February 2024) (Appointed 7 February 2024) (Appointed 7 February 2024)
Charity number	1150651	
Company number	08353635	
Registered office and principal office	17-19 Worples Way Richmond TW10 6DG	
Auditor	TC Group 5th Floor 3 Dorset Rise London EC4Y 8EN	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ	

SMALL STEPS SFP

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SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MAY 2024

The Trustees present their annual report and financial statements for the year ended 31 May 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Trust Deed, the Companies Act 2006 and "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)" (effective 1 January 2019).

Key Points

This has been a much better year in comparison to last. It was critical that the charity increased its level of income and thankfully we have been more successful in raising funds this year – in September the Head of Small Steps returned to her existing role after a short sabbatical, with a particular focus on this. Fundraising targets were met - the first time in many years – and new ambassadors have been appointed who have very good profiles, so there is lots of potential to grow the charity. We are of course grateful to everyone who has supported Small Steps this year.

After a plea to current families to get involved behind the scenes, four current parents stepped up and in order to capitalise on their amazing skills and energy an ordinary resolution to amend the Articles and Memorandums was passed to allow for a change in trustee numbers (maximum to benefit the charity – no more than 15) that enabled them to be appointed in February. With a wealth of experience and a real passion to drive Small Steps forward and build on its already successful delivery, the Board is keen to achieve full utilisation of the building to benefit more families – to develop its strategy for the coming years and to utilise impact reports - but without losing sight of its core principles and values.

There is so much data available – three decades worth of history to use – an impact report will give better definition and visibility to the difference Small Steps has made and continues to make and will establish the pillars that will drive the strategy to inform the next period of Small Steps forward.

Numbers of children and groups have been maintained. Awareness in the locality is beginning to grow – but this needs more focus. The urgent need now is to increase capacity within the staff structure both to meet demand and to sustain the charity.

Small Steps retains six months of running costs, but is in the fortunate position of knowing it has some secure income from grants over the next three-year period – which is a great position to be in. New expanded income streams continue to be sought - but Small Steps is in a much better place for doing so.

Onwards and upwards.

Objectives and activities:

The charity 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 impairment, and their families, through the provision of classes, activities and advice in a supportive environment. The charity operates from 17-19 Worple Way, Richmond, TW10 6DG (Worple Way).

Traditionally, 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. All sessions operate for 2-3 hours on a group basis and include a maximum of 5 children for most groups.

On 31 May 2023 there were 91 children on roll with a further 10 families booked in for assessment. On 31 May 2024 there were 92 children on roll and 20 others who had registered their interest and were waiting. The number of groups delivered each week was sustained at 20 (2023: 20). There is space capacity in the building to offer 30 groups a week (140 child-parent partnerships).

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

Achievements and performance:

The ongoing vision of Small Steps is always to maintain its core focus activity - that of delivering structured sessional groups for pre-school disabled children and their parents in a positive supportive environment with a can-do attitude.

Small Steps continues to fly the flag for Conductive Education. There is no requirement to remind referral partners to signpost families to Small Steps, as demand from families is increasing. Numbers are so high that once again children are waiting more than 6 weeks to be accommodated. There is space capacity, though currently insufficient staff capacity. This will be rectified in the coming year – with 3 additional practitioners being sought to work in groups.

Staffing/Training

There were staff changes during the period that included resignations and new appointments. At year-end, staff consisted of six full-time personnel (2023: six) and five part-time (2023: eight). The charity has been operating with reduced practitioner personnel throughout the year – which has impacted on Senior Leadership Team capacity to fulfil their additional roles. One of the resignations was the newly appointed part-time Trusts and Foundations freelance fundraiser.

Small Steps has hosted students on placement and volunteers. Regular volunteers provide support in payroll, the management accounts, and grounds maintenance. Requests to volunteer are increasing and often they must be declined due to staff capacity – managing volunteers is a task in itself that is juggled alongside other priorities.

There has been training during the period. This includes a twilight session on Communication and Teamworking and a Trustee/Staff collaboration to begin compiling the new Strategy Document. The Conductive Education Practice Tutors have also continued delivering the Level Three Certificate in Conductive Education.

Parent Support and Community

As last year, additional sessions were delivered through to the end of each term to benefit families, with each family then receiving a comprehensive end of term progress report. As usual the Children's Christmas Party was in December and there were Parent Workshops during the period that include one on the Education Health Care Plan (EHCP) process and one on Choosing Schools. In December Small Steps again welcomed in the local Alberts Community to host their Christmas Drinks.

Visitors

Visitors this year included parents and their graduate children - now in adulthood – plus Rosie Jones and Edwin Thomas, trustees from The Amy Winehouse Foundation and many others. Small Steps went out too – delivering presentations at PayPal offices in Richmond and Brighton College Prep School in Kensington amongst others.

Premises

The charity is in receipt of an annual donation (maintenance grant) restricted to the costs of running the building. Required scheduled (and unscheduled) tasks around the building have been conducted throughout the year. The current staff team continues to absorb the workload. Of note, the Lift Maintenance Contract has transferred from Crest to Kone and issues with the building alarm system have abated.

As reported last year, the decision notice approving works to widen the car-park entrance to make the carpark more user friendly was received early this year, with works then being completed in August 2024.

Fundraising

Small Steps has never had a secure funding stream and relies totally on charitable grants, events and voluntary donations. The traditional 'reap what you sow' strategy has continued to provide a consistent base-level income. This stream has always come from people who know the charity and are 'giving back' – be that families, friends, their external networks and workplaces. There are always various fundraising activities going on – be they winter walks, or cake sales or sporting events. Schools have adopted Small Steps as their charity of the year. So too local businesses and Golf Clubs. Donations are received via so many different platforms, it is increasingly challenging to keep on top of it all.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

The donor of the property asset continues to support the charity through the aforementioned maintenance grant to cover property maintenance costs (treated as a restricted fund) as well as additional donations towards running costs. We are extremely fortunate to receive this support and that of other very generous individual donors. We made some successful grant applications, and the previously postponed Ball took place in March and was a brilliant success raising an incredible £40,000. The Rosie Jones Comedy Night was equally fantastic, raising an incredible £14,555 just prior to year-end (17 May).

Small Steps used to list every single donor in its year-end Trustee circulation but there are too many now to name individually – most of the funds continuing to be raised from many small but not insignificant individual one-off donations. We are extremely grateful to every single person who has supported Small Steps this year. Every contribution counts and makes a difference, large or small, regular, or one-off. We may not be thanking you personally each year – but you all know who you are, and we are forever grateful.

Financial Review

As noted already, the charity has been much more successful in raising funds this year compared to the prior year with a net unrestricted income of £40,415 compared to the prior year net unrestricted expenditure of £109,803. Unrestricted funds were further increased by the release of unused restricted property funds of £34,143 to be transferred to unrestricted funds.

Unrestricted funds (our general reserves) at year end were £277,856 (2023: £203,298) which represents 61% of the £454,921 of annual costs for the year excluding donated services and restricted property costs and depreciation (2023: 51% of £396,128). Unrestricted funds therefore remain sufficient to meet the charity's reserve policy of covering 6-months of running costs. Free reserves at the year end were £277,856.

Total funds at year end are £3,723,565 (last year £3,724,723) but the majority of these are restricted – consisting of the property and related maintenance grant – and so are not available to meet ongoing funding requirements. The overall net expenditure for the year of £1,158 (2023: £159,319) is due to the depreciation of restricted property assets of £52,635 (2023: £51,824) which does not impact the unrestricted funds.

Trustees are conscious of the charity's reliance entirely on voluntary donations and continue to manage expenditure carefully. Despite the increase in unrestricted funds this year, the overall level of this general reserve compared to costs remains lower than in previous years (other than 2023) and the charity needs to continually improve on the amount of funds raised in order to meet ever-increasing costs and to fully realise the potential offered by the donated property.

In other words, if the charity is to succeed in its aim of recruiting additional staff to fully maximise the space of the building to benefit more children and families, it needs to keep raising more money.

Risk Management

The Board has met at least twice each academic term to discuss service delivery, review financial performance against budget and determine the strategic direction of the charity. The Board has established good governance practice that includes effective sub-committees for Finance, Fundraising, Personnel, Premises, Effective Provision, and a Salary Review Working Group. The Senior Leadership Team meet weekly. The charity is in a good place and in the coming year the Board feels able to meet less frequently.

The Trustees have always been proactive in their response to all risks and have established policies and procedures that are designed to provide reasonable, but not absolute, assurance against them. As good governance dictates, they take advice – including legal – and are constantly reviewing all areas of risk management including Health and Safety and Safeguarding.

Historically premises, funding and personnel have been the biggest risks to the charity. Currently personnel – recruiting and retaining sufficient levels of skilled staff – is the greatest challenge.

As part of its strategy moving forwards, Small Steps will look anew at the creative use of staff – to include training and career development opportunities as identified last year. The Conductive Education Consortium UK (CEUK) recognises that Conductive Education is in crisis with no applications for training in 2024 – it remains down to individual settings to promote and deliver opportunities to recruit/retain and incentivise staff.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

The charity remains reliant on a small core of people who have taken on expanded responsibilities as the charity has grown. The recruitment to a fundraiser post (Trusts and Foundations specific) did not work out but achieving additional staff capacity remains a priority for Small Steps.

Future Developments

The ongoing vision of the charity is always to maintain its core focus activity; that of delivering structured sessional groups for young disabled children and their parents in a positive and supportive environment with a can-do attitude. This has been a good year for Small Steps, and we are in a good position to be able to continue delivering on this.

More income and from different streams is always needed of course. The charity recognises that in strengthening its infrastructure and increasing staffing to benefit more children and families, that there will be an associated benefit. Each family has its own network. More families bring more networks.

Hence, in the coming year, Small Steps will seek to do the following:

- Recruit additional practitioner staff (3) to deliver more groups (from 20-24 initially, then to 30 a week) and fully use the building capacity.
- Define and recruit to additional office staff to strengthen the infrastructure – particularly around data systems, business operations and fundraising.
- Complete and circulate the Impact Report. This document – which will be updated annually – is now available on the website www.smallsteps.org.uk
- Complete and circulate the Strategy Document. This document is now available on the website www.smallsteps.org.uk
- Continue to establish the charity within its Richmond community. The charity recognises the potential of its place within the locality and will seek to strengthen it and in doing so to raise the profile of Small Steps.
- Retain links with the Conductive Education Consortium UK (CEUK) – to consolidate the national voice for Conductive Education.
- Retain a free service. Whilst sustaining sufficient funds to ensure running costs are covered for at least one more year.

Structure, governance and management

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

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signing the accounts were:

A Samuelson	
T Theobalds	
J Brotherstone MBE	
M Kelly	
T Halfhide	(Resigned 1 September 2023)
A Tufano	(Resigned 7 February 2024)
R Sarson	
D Challinor	
E Chadd	
C Lort-Philips	
A C Richardson	(Appointed 7 February 2024)
N Preston-Smith	(Appointed 7 February 2024)
D Marillat	(Appointed 7 February 2024)
H Edwards	(Appointed 7 February 2024)

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

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

The Charity Governance Code recommends that if a Trustee serve more than a 9-year term, then this should be subject to rigorous review and should be explained in the Trustee Annual Report'. The Board recognises that A Samuelson has been Chair of Trustees for more than 9 years and that a plan for her succession needs to be addressed.

In addition to their responsibilities as directors, Tim Theobalds, Joanna Brotherstone MBE, and Becca Sarson are Members of the Company. Anita Coppola MBE is also a Member. All 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 MBE, Head of Small Steps.

The Board of Trustees governs Small Steps. Seven (2023: four) of the Board are parents of Small Steps children.

In addition to the Trustees and staff, Small Steps is truly fortunate to benefit from the hard work of many volunteers who support the charity and its activities. Too numerous to mention, Small Steps would not be the place that it is without them.

Related Parties

Small Steps is an independent charity. 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.

External Scrutiny

Due to the value of the total assets the charity is not eligible for audit exemption.

Fundraising statement

The charity's fundraising activities are listed above under Activities and Performance. The charity does not engage in fundraising behaviour proscribed by the Charities Act 2011, section 162A, subsection (2), as amended by the Charities (Protection and Social Investment) Act 2016, namely such activities that are: (a) an unreasonable intrusion on a person's privacy; (b) unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity; or (c) place undue pressure on a person to give money or other property.

No complaints were received in relation to the charity's fundraising activities.

Auditor

TC Group was appointed as auditor to the charity during the period under review.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Andrea Samuelson

A Samuelson

Trustee

Dated: 25/10/2024

SMALL STEPS SFP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MAY 2024

The Trustees, who are also the directors of Small Steps SFP for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SMALL STEPS SFP

Opinion

We have audited the financial statements of Small Steps SFP (the 'charity') for the year ended 31 May 2024 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 May 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant are those that relate to the reporting framework being the 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 (FRS102), the charitable company's Memorandum and Articles of Association, the Charities Act 2011, and the safe guarding legislation.
- We understood how the charity is complying with those frameworks by making enquiries of management and seeking representations from those charged with governance. We corroborated our understanding by reviewing supporting documentation including Trustee meeting minutes and policy and procedures manuals.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

- We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur by considering the risk of management override of internal control. We performed journal entry testing by specific risk criteria, with a focus on journals indicating large or unusual transactions based on our understanding of the business. We tested completeness of income through substantive tests performed, analytical review procedures and cut off tests on the revenue recognised.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management and those charged with governance, review of legal and professional expenses and review of Trustee meeting minutes.
- The Charity is a regulated entity under the supervision of the Charities Commission. As such, the Senior Statutory Auditor considered the experience and expertise of the engagement team to ensure that the team had the appropriate competence and capabilities.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

TC Group

29/10/2024
.....

**Accountants
Statutory Auditor**

5th Floor
3 Dorset Rise
London
EC4Y 8EN

TC Group is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SMALL STEPS SFP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	2	381,848	87,498	469,346	268,429	62,116	330,545
Other trading activities	3	84,685	-	84,685	9,831	-	9,831
Investments	4	7,040	-	7,040	4,284	-	4,284
Total income		473,573	87,498	561,071	282,544	62,116	344,660
Expenditure on:							
Raising funds	5	85,641	-	85,641	56,382	-	56,382
Charitable activities	6	347,517	129,071	476,588	335,965	111,632	447,597
Total expenditure		433,158	129,071	562,229	392,347	111,632	503,979
Net income/(expenditure)		40,415	(41,573)	(1,158)	(109,803)	(49,516)	(159,319)
Transfers between funds		34,143	(34,143)	-	-	-	-
Net movement in funds		74,558	(75,716)	(1,158)	(109,803)	(49,516)	(159,319)
Reconciliation of funds:							
Fund balances at 1 June 2023		203,298	3,521,425	3,724,723	313,101	3,570,941	3,884,042
Fund balances at 31 May 2024		277,856	3,445,709	3,723,565	203,298	3,521,425	3,724,723

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**STATEMENT OF FINANCIAL POSITION****AS AT 31 MAY 2024**

	Notes	2024 £	£	2023 £	£
Fixed assets					
Property, plant and equipment	11		3,300,537		3,353,172
Current assets					
Current debtors	12	50,943		29,256	
Cash at bank and in hand		391,771		366,534	
		442,714		395,790	
Current liabilities	13	(19,686)		(24,239)	
Net current assets			423,028		371,551
Total assets less current liabilities			3,723,565		3,724,723
Income funds					
Restricted funds	17		3,445,709		3,521,425
Unrestricted funds			277,856		203,298
			3,723,565		3,724,723

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 25/10/2024

Andree Samuelson

 A Samuelson
 Trustee

Company Registration No. 08353635

SMALL STEPS SFP**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MAY 2024**

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	21		18,197		(82,061)
Investing activities					
Purchase of property, plant and equipment		-		(97,596)	
Investment income received		7,040		4,284	
Net cash generated from/(used in) investing activities			7,040		(93,312)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			25,237		(175,373)
Cash and cash equivalents at beginning of year			366,534		541,907
Cash and cash equivalents at end of year			391,771		366,534

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

Charity information

Small Steps SFP is a private company limited by guarantee incorporated in England and Wales. The registered office is at 17-19 Worple Way, Richmond, TW10 6DG.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The charity is reliant on voluntary donations and grants. As noted in more detail in the Trustees' Report, the unrestricted funds of the charity, which are used for day-to-day charitable activities, reported a surplus for the year of £40,415. The total net movement, after incorporation of the transfer from restricted funds, was £74,558 and the unrestricted funds carried forward at the balance sheet date were £277,856 which was sufficient to meet the reserves policy of being able to cover six months of running costs. The Charity's management are monitoring the situation to ensure that the charity can continue to meet its liabilities as they fall due. The Trustees are satisfied that with continued fundraising effort, the charity will receive sufficient funding to sustain it for more than 12 months from the date of approval of the accounts. As a result, the accounts have been prepared on the going concern basis.

1.3 Charitable funds

Unrestricted funds are available to use to further any purpose of the charitable undertaking.

Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

1.4 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 measured at the fair value of the good or services received and is classified under the following headings:

Donations and gifts

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 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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

(Continued)

Donated facilities and services

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.

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.

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

Grants

Income from non-government 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.

Fundraising events

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.

1.5 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 charity'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.

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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

(Continued)

1.6 Property, plant and equipment

Purchased tangible fixed assets are initially recorded at cost and donated tangible assets are recorded at fair value. All tangible fixed assets apart from freehold land are depreciated over their estimated economic life.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Not depreciated
Freehold buildings	50 years straight line
Fixtures and fittings	20 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets with fixed or determinable payments and fixed maturity dates that the charity has the positive intent and ability to hold to maturity are classified as held to maturity investments. Held to maturity investments are measured at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 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 year.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

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

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

2 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2024	Total 2023
	£	£	£	£
Donations and gifts	367,974	-	367,974	260,094
Grants	8,574	87,498	96,072	62,116
Donated facilities and services	5,300	-	5,300	8,335
	<u>381,848</u>	<u>87,498</u>	<u>469,346</u>	<u>330,545</u>
For the year ended 31 May 2023	<u>268,429</u>	<u>62,116</u>		<u>330,545</u>

Donated facilities and services

Donated services in the current and prior years include legal services. The charity is grateful 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. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3 Fundraising events

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Fundraising events	<u>84,685</u>	<u>9,831</u>

4 Investments - bank interest

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Interest receivable	<u>7,040</u>	<u>4,284</u>

5 Raising funds

	2024	2023
	£	£
Fundraising and publicity		
Costs of generating donations and grants	15,190	11,223
Costs of organising fund-raising events	23,111	3,432
Staff costs	47,340	41,727
	<u>85,641</u>	<u>56,382</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

6 Charitable activities

	2024 £	2023 £
Staff costs	301,365	273,955
Depreciation and impairment	52,635	51,824
Premises costs	49,373	47,692
Other direct charitable expenditure	5,975	8,149
	<u>409,348</u>	<u>381,620</u>
Support costs (see note 8)	48,563	51,796
Governance costs (see note 8)	18,677	14,181
	<u>476,588</u>	<u>447,597</u>
Analysis by fund		
Unrestricted funds	347,517	335,965
Restricted funds	129,071	111,632
	<u>476,588</u>	<u>447,597</u>

7 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

8 Support & governance costs

	Support costs £	Governance costs £	2024 £	Support costs £	Governance costs £	2023 £
Staff costs	32,003	5,650	37,653	28,251	5,518	33,769
Office and other administration costs	15,660	827	16,487	18,210	863	19,073
Legal and professional fees	900	2,900	3,800	5,335	-	5,335
Audit fees	-	9,300	9,300	-	7,800	7,800
	<u>48,563</u>	<u>18,677</u>	<u>67,240</u>	<u>51,796</u>	<u>14,181</u>	<u>65,977</u>

All support and governance costs have been allocated to the charity's sole charitable activity.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MAY 2024

9 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Full time	6	6
Part time	6	6
Total	12	12

Employment costs	2024 £	2023 £
Wages and salaries	343,279	311,573
Social security costs	28,241	24,467
Other pension costs	14,838	13,411
	386,358	349,451

The average monthly full-time equivalent employees during the year was 9 (2023: 9)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£70,000 - £79,999	1	1

10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

11 Property, plant and equipment

	Freehold land & buildings £	Fixtures and fittings £	Total £
Cost			
At 1 June 2023	3,067,858	425,565	3,493,423
At 31 May 2024	3,067,858	425,565	3,493,423
Depreciation			
At 1 June 2023	85,447	54,804	140,251
Depreciation charged in the year	31,357	21,278	52,635
At 31 May 2024	116,804	76,082	192,886
Carrying amount			
At 31 May 2024	2,951,054	349,483	3,300,537
At 31 May 2023	2,982,412	370,760	3,353,172

12 Current debtors

	2024 £	2023 £
Other receivables	35,784	14,003
Prepayments and accrued income	15,159	15,253
	50,943	29,256

13 Current liabilities

	Notes	2024 £	2023 £
Other taxation and social security		5,789	5,300
Deferred income	14	-	6,821
Trade payables		-	4,184
Accruals		13,897	7,934
		19,686	24,239

14 Deferred income

	2024 £	2023 £
Other deferred income	-	6,821

Deferred income in the prior year consisted of money for tickets sold to the charity's annual ball, which was postponed to March 2024.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

14 Deferred income

(Continued)

	2024 £	2023 £
Deferred income is included within:		
Current liabilities	-	6,821
	<u> </u>	<u> </u>
Movements in the year:		
Deferred income at 1 June 2023	6,821	-
Released from previous periods	(6,821)	-
Resources deferred in the year	-	6,821
	<u> </u>	<u> </u>
Deferred income at 31 May 2024	-	6,821
	<u> </u>	<u> </u>

15 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £14,838 (2023 - £13,411).

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 June 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 May 2024 £
General funds	203,298	473,573	(433,158)	34,143	277,856
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 June 2022 £	Incoming resources £	Resources expended £	Transfers £	At 31 May 2023 £
General funds	313,101	282,544	(392,347)	-	203,298
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Movement in funds				Movement in funds			
	Balance at 1 June 2022	Incoming resources	Resources expended	Transfers	Balance at 1 June 2023	Incoming resources	Resources expended	Transfers
	£	£	£	£	£	£	£	£
Staff costs	-	-	-	-	-	10,000	(6,875)	-
Provision of classes	-	10,000	(10,000)	-	-	25,000	(20,000)	-
Resources and equipment	-	2,116	(2,116)	-	-	2,498	(2,498)	-
Premises costs	263,541	50,000	(47,692)	(97,596)	168,253	50,000	(47,063)	(34,143)
Donated asset	3,307,400	-	(51,824)	97,596	3,353,172	-	(52,635)	-
	<u>3,570,941</u>	<u>62,116</u>	<u>(111,632)</u>	<u>-</u>	<u>3,521,425</u>	<u>87,498</u>	<u>(129,071)</u>	<u>(34,143)</u>
								<u>3,445,709</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2024

17 Restricted funds

(Continued)

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 maintenance and renovation of the premises in which the charity undertakes its main activities.

Donated asset

These funds comprise the value of the property donated to the charity.

Transfer

The charity has transferred an amount of £34,143 from the restricted funds to the unrestricted funds. The amount represents the cumulative unspent balances of the maintenance grant received by the charity. It is based on an average annual grant amount of £50,000, as this is the amount the charity has always received, however the amount is not guaranteed.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2024

18 Contingent asset

A generous donor has indicated to the charity that it could request annually for a grant to assist with meeting the premises maintenance costs (see note 17), until 3 February 2030. Grants for future years have not been recognised in the statement of financial activities as the amount is uncertain.

19 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 May 2024 are represented by:			
Property, plant and equipment	-	3,300,537	3,300,537
Net current assets	277,856	145,172	423,028
	<u>277,856</u>	<u>3,445,709</u>	<u>3,723,565</u>

20 Related party transactions

Unrestricted donations of £11,203 (2023: £4,370) were made by related parties to the charity during the year.

21 Cash generated from operations

	2024 £	2023 £
Deficit for the year	(1,158)	(159,319)
Adjustments for:		
Investment income recognised in statement of financial activities	(7,040)	(4,284)
Depreciation and impairment of property, plant and equipment	52,635	51,824
Movements in working capital:		
(Increase)/decrease in trade and other receivables	(21,687)	26,132
Increase/(decrease) in trade and other payables	2,268	(3,235)
(Decrease)/increase in deferred income	(6,821)	6,821
Cash generated from/(absorbed by) operations	<u>18,197</u>	<u>(82,061)</u>

22 Analysis of changes in net funds

The charity had no debt during the year.

Accounts

Charity registration number 1150651

Company registration number 08353635 (England and Wales)

SMALL STEPS SFP

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

SMALL STEPS SFP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Samuelson T Theobalds J Brotherstone MBE M Kelly A Tufano R Sarson D Challinor E Chadd C Lort-Philips
Charity number	1150651
Company number	08353635
Registered office and principal office	17-19 Worple Way Richmond TW10 6DG
Auditor	Citroen Wells Chartered Accountants Devonshire House 1 Devonshire Street London W1W 5DR
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ

SMALL STEPS SFP

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SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MAY 2023

The Trustees present their annual report and financial statements for the year ended 31 May 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Trust Deed, the Companies Act 2006 and "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)" (effective 1 January 2019).

Key Points

Having survived the COVID-19 pandemic and all its challenges, the charity now faces the hard task of raising sufficient funds to cover increasing costs in adverse economic conditions to deliver our core activity of daily groups to as many children as possible, whilst raising awareness within the still new locality and remaining free – a defining principle.

Our traditional fundraising strategy of 'reap what you sow' has continued to provide a constant base level income. This stream has always come from people who know the charity and are wanting to give back, be that families, friends, their extended networks. The strategy has been consistently successful over the years, though remains at considerable risk, particularly with rising inflation and the cost-of-living crisis.

To cover all our costs, this 'base level' income has always been supplemented by additional funds from formal grant making bodies and substantial one-off donations from generous individuals – again often through links with families and friends. This year there was a decline in grant income and fewer additional substantial donations. However, the commitment to the Maintenance Grant covering premises costs is ongoing. Another important source of funds was also missing this year – our annual charity ball had to be postponed, again a consequence of the current economic situation.

The cost base of running the charity has increased significantly over the past few years and where in previous times the charity retained twelve months of running costs as standard, now it is less than six months.

As Small Steps is navigating its way through the next phase in its evolution, it is looking to new expanded income streams, developing its staff infrastructure to be able to achieve this. This is being carried out whilst also maintaining its vital core ethos of delivering to families, looking to fully utilise the whole building resource and meet more of the identified needs.

Objectives and activities:

The charity 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 impairment, and their families, through the provision of classes, activities and advice in a supportive environment. The charity operates from 17-19 Worple Way, Richmond, TW10 6DG (Worple Way).

Traditionally, 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. All sessions operate for 2-3 hours on a group basis and include a maximum of 5 children for most groups.

The year started with usual practice wholly reinstated: groups delivered every day, with leader-supporter partnerships, assessments in the building, parent evenings offered - all COVID-19 restrictions a thing of the past.

On 31 May 2022 there were 83 children on roll with a further 20 families waiting. On 31 May 2023 there were 91 children on roll and 10 others booked in for assessment. Average attendance in groups varied from 59% (2022: 37%) to 79% (2022: 77%) The number of groups delivered each week fluctuated during the year due to reduced staffing – but was back to 20 groups a week by year end. There is space capacity in the building to offer 30 groups a week (140 child-parent partnerships).

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

Achievements and performance:

The ongoing vision of Small Steps is always to maintain its core focus activity; delivering structured sessional groups for pre-school disabled children and their parents in a positive supportive environment with a can-do attitude.

Staffing/Training

There were staff changes during the period that included resignations and new appointments. At year-end, staff consisted of six full-time personnel (2022: five) and seven part-time (2022: six). The balance has shifted even further towards more part-time working.

The Marketing and Communications Manager returned to a revised part-time role. One session supporter left and two more were employed. A second physiotherapist and another conductor-teacher were both employed part-time. In January, for the first time in its history the charity recruited a freelance Trusts and Foundations Fundraiser for two days a week.

Small Steps hosted two physiotherapy students on placement - one from St. Mary's and one from Bradford. This pursuit has an impact on staff time but also merits value as it raises the profile of Conductive Education. Similarly Small Steps has hosted volunteers – a physiotherapy student, an overseas physiotherapist, and a graduate of the charity. All one session a week throughout the year. Just prior to the year-end, a Trustee of Small Steps volunteered one session a week through to the end of the summer term. Managing volunteers has an impact on staff time but the additional manpower is invaluable. Other regular volunteers provide support in payroll, the management accounts and grounds maintenance.

Training during the period included a half-day safeguarding inset in January attended by the whole staff team with Trustee representation. As was identified last year, two of the conductor-teacher practitioners completed the Practice Tutor Induction Training from NICE (Birmingham), which enables them to deliver Level Three Certificate in Conductive Education in-house to staff at Small Steps.

All five conductor-teachers attended the Professional Conductor Association (PCA) conference in Sheffield in March – the first such face-to-face since before the pandemic.

As prioritised last year, Small Steps aims to accommodate all families waiting for a place, with the aim of offering something within a 6-week period. To realise this aim, a second Assessment Week was offered along with an Assessment Day in November, which reduced the long waiting list. Numbers are such now that any family that gets in touch does not have to wait.

As also identified last year, the charity sought a Sponsored Employer Licence to facilitate recruitment of non-UK nationals. An application was submitted and approved.

Parent Support, Holiday Clubs and Community

There was no Summer Club in 2022 nor any Easter Club in 2023. Using the allocated time, additional sessions were delivered through to the end of each term to benefit families and the usual end of term report writing was then completed during the holiday periods.

The Children's Christmas Party was on 9 December 2022 with Live Music Now delivering entertainment on the Lower Ground Floor. All three floors were utilised as Santa had his own quiet grotto by the entrance and buggies were stored on the top-floor.

There were Parent Drinks in July and a Siblings Parents Workshop in December. There was also a Graduates Day for children who had left during the pandemic. Petersham Nurseries donated more plants. Small Steps welcomed in the local Alberts Community on 11 December to host their Christmas Drinks on the Lower Ground Floor and we participated in the planting of a time-capsule in the community garden opposite during that event.

Visitors

Several graduate parents came to see the new building – including one Dad who finally persuaded Small Steps to take a stall at Barnes Fair! Most of their children are now young adults and orange remains in all of their lives. Staff from a residential home in St. Albans also arranged to visit on hearing that Small Steps was the first programme that one of their residents (now in his 20's) had participated in.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

We welcomed new local Councillors Chris Varley and Chas Warlow, as well as Councillor Penny Frost – Chair of the Education and Children's Services Committee. We welcomed colleagues from Achieving for Children - Anna Chiva (Associate Director SEND) and Ashley Whittaker (Programme Director). Colleagues from other Conductive Education settings also visited, including one of the original conductors funded by SCOPE to train at Peto Budapest and now working at Ingfield School. We welcomed ISG Contractors who had refurbished the building and have now adopted Small Steps as their charity of the year. We welcomed Tower Hamlet's Children's Centre colleagues, keen to develop a 'Small Steps Out East' pilot project. We welcomed representatives from the Richmond Parent Carer Forum and in return attended their 'reaching out to families' event. We also welcomed the actor, Edwin Thomas.

Small Steps went out too - attending the Richmond Community Volunteer Service (RCVS) 90 years Celebration in March and the Mayor's International Women's Day event also in March both at York House.

Premises

After completion of the fit out/refurbishment of the lower ground floor (LGF) last year, the final certificate passing all these works was received from Building Control. The additional space is being used for sessions daily as well as by staff for meetings, storage and events.

During the year, the Council granted personal permission to Small Steps to remain at Worple Way across all three floors into perpetuity. Should the charity leave Worple Way, the building is required to revert to office use.

Towards year end, a separate planning application was submitted to the Council to widen access into the carpark and to make it more family-user friendly. The decision notice has since been received, granting Small Steps permission to do the works in the coming year.

The Heritage Lights have been installed on Worple Way, enhancing the street view into the building.

Throughout the period, the challenges and requirements of running a building have continued, with the additional workload absorbed by the current staff team. A dedicated Facilities Manager part-time post was advertised but never filled and this role is being considered anew in terms of funding issues and staff infrastructure.

As mentioned earlier, the charity is in receipt of an annual donation restricted to the costs of running the building (Maintenance Grant).

Fundraising

Small Steps has never had a secure funding stream and relies totally on charitable grants, events and voluntary donations. It costs more than £400,000 to run Small Steps for a year.

As already noted, grant funding is much reduced this year, with limited staff capacity to commit to it. The charity is still suffering from the loss of significant support from Children in Need, which it was able to mitigate for a few years but not any longer. Trustees appointed a new Grants & Foundations Fundraiser in January which was anticipated to impact funds positively; however, success has been negligible, with one possible factor being that the prior year accounts showed a relatively positive financial position. Now that the situation has changed, we are hopeful of securing grant income again.

As also noted earlier, there is a steady stream of constant 'giving back' income received from a whole host of various fundraising activities organised by families, friends, their extended networks and workplaces. These are too numerous to mention but include mudathon's, winter walks, percussion concerts, cake sales, cycle rides, golf days, school assemblies and memorials. This year too there were Star Bags printed by a graduate Grandad – complementing the Christmas Raffle.

Also mentioned earlier, it was decided to postpone the planned annual Ball due to low ticket sales. It is rescheduled for March 2024.

The number of online giving platforms for receiving all donations has increased greatly, generating with it an additional administrative workload.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

We are so grateful to all our incredible supporters – the parents and the wider Small Steps Community – including those with a personal connection who continue to make regular donations online as well as to those others who have made significant contributions. Whether small or large, this support is so vital to us. It continues to ensure that Small Steps remains a free service.

Financial Review

As outlined above, our core funding from friends and family is not meeting our costs.

By comparison to last, this has not been a good year. Staff and other operating costs have risen as the charity aims to meet the needs of more families in its enlarged space. Fundraising income has been insufficient to meet increased expenditure. Consequently, unrestricted funds (our general reserves) have decreased significantly compared to prior years, though the charity continues to meet its 6-month reserves policy condition (albeit with little headroom):

“Small Steps will have sufficient cash reserves to enable the charity’s operation to run for the next six months. This should be calculated each month as available cash reserves divided by last 6 months running costs and noted in the monthly accounts. If Small Steps has insufficient cash reserves, then a meeting of Trustees should be convened within a month to discuss what actions can be taken to ensure the long-term sustainability of the charity.”

Total reserves are £3,724,723 (2022: £3,884,042) but the majority of these are restricted – consisting of the property and related maintenance grant – so not available to meet ongoing funding requirements. The actual unrestricted reserves are £203,298 which is 52% of unrestricted annual costs at year end and a significant drop from 82% in prior years. Unrestricted income is down 35% on last year and the budgeted cost base for the coming year is up by 15% mainly due to the impact of inflation.

Trustees are conscious of the charity’s reliance entirely on voluntary donations. They have addressed this in recruiting a fundraiser specifically to access grants and new pots of money and the charity continues to manage expenditure well.

Risk Management

The 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 Board has established good governance practice that includes effective sub-committees for Finance, Fundraising, Personnel, Premises, Effective Provision, and a Salary Review Working Group. The Senior Leadership Team meet weekly.

Some meetings continued on zoom during the period, though the charity is keen to have all Trustees more actively involved and present to be more effective in the decision-making process.

The Trustees have always been proactive in their response to all risks and have established policies and procedures that are designed to provide reasonable, but not absolute, assurance against them. As good governance dictates, they take advice – including legal - and are constantly reviewing all areas of risk management including Health and Safety and Safeguarding.

Premises is no longer an identified main risk faced by the charity, but Funding and Personnel are:

- Funding – obtaining sufficient income to provide for the needs of the charity; and
- Personnel – recruiting and retaining sufficient levels of skilled staff.

Funding will continue to remain a significant risk. A key focus of the Trustees is to have adequate funding to safeguard its mainstream daily activities and to meet its commitments to the children, parents, and staff. The charity has grown in terms of space resource and now also needs to fully utilise the building to the benefit of more families, which costs more. The charity has always been reliant on ad hoc grants, donations, and community fundraising – though without a dedicated fundraiser. In January, a freelance Trusts and Foundations Fundraiser was recruited to grow that income stream to complement the historically very successful funding stream from families.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MAY 2023**

The risk around personnel is always present, particularly retaining and recruiting sufficient levels of skilled staff. But also having an appropriate and sufficient staff structure to run the expanded service. Training of and career development opportunities for conductors and the focus of the CEUK (Conductive Education UK Consortium) was highlighted last year – with subsequent training by Small Steps staff as Level Three trainers mentioned earlier. It remains down to individual settings to promote and deliver on such opportunities to recruit/retain/incentivise staff.

More pressing this year has been recognition that the charity is reliant on a small core of people who have taken on expanded responsibilities and the need to identify new roles to strengthen the structure of the organisation – the recruitment to a fundraiser post and the advertised Facilities Manager being just one step in the process. Throughout the year various meetings around organisation, structure, roles – between Trustees and the SLT – culminated in the offer of three-month sabbatical to the Head of Small Steps with effect the first day of coming year (1 June).

Future Developments

The ongoing vision of the charity is always to maintain its core focus activity; that of delivering structured sessional groups for young disabled children and their parents in a positive and supportive environment with a can-do attitude. Small Steps is in a good position to be able to continue delivering on this.

In the coming year, Small Steps will seek to do the following:

- Secure sufficient funds to ensure running costs are covered for at least one more year – noting that the reserves policy is agreed to be 6 months. The charity will continue to support, encourage, and facilitate individual fundraising through its unique Fundraising Strategy. This consistently successful strategy relies on the core values of the charity being realised: yes can-do positivity; excellent therapeutic group sessions; warmth and compassion; personal support offered to parents. This all starts with a child in need. So Small Steps will continue to be promoted to the widest reach of all those children who will benefit from its offering.
- Continue to apply for and secure formal grant income from grant making bodies.
- Recruit additional practitioner staff to fully utilise the building capacity.
- Pro-actively approach all localities in the catchment area to remind referral partners to signpost families to Small Steps. At year-end 52% of families accessing Small Steps were referred in by statutory agencies i.e., not just word of mouth. There are more families out there who can benefit. Families now accessing Small Steps from Herts (St. Albans), Essex (Havering) and Isle of Wight. Wandsworth remains the largest cohort (25%) with Richmond (14%) and Kingston (9%) making up second and third.
- Identify additional roles and recruit to them, to spread the workload and to strengthen the staff infrastructure.
- Continue to establish the charity within its Richmond community. The charity recognises the potential of its place within the locality and will seek to strengthen it and in doing so to raise the profile of Small Steps.
- Retain links with the Conductive Education Consortium UK (CEUK) – to consolidate the national voice for Conductive Education.
- Retain a free service.
- The charity will seek to confirm a shared five-year vision for Small Steps.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

Structure, governance and management

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

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signing the accounts were:

A Samuelson	
T Theobalds	
J Brotherstone MBE	
M Kelly	
T Halfhide	(Resigned 1 September 2023)
A Tufano	
R Sarson	
D Challinor	
E Chadd	
C Lort-Philips	

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

In addition to their responsibilities as directors, Tim Theobalds, Joanna Brotherstone MBE and Becca Sarson are Members of the Company. Anita Coppola MBE is also a Member. Tim Halfhide resigned on 1 September 2023. All 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 MBE, Head of Small Steps.

The Board of Trustees governs Small Steps. Four (2022: four) of the Board are parents of Small Steps children.

In addition to the Trustees and staff, Small Steps is truly fortunate to benefit from the hard work of many volunteers who support the charity and its activities. Too numerous to mention, Small Steps would not be the place that it is without them.

Related Parties

Small Steps is an independent charity. 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.

External scrutiny

Due to the value of the funds gifted to refurbish the LGF of the building, and value of the total assets the charity is not eligible for audit exemption. As last year, Citroen Wells was therefore appointed as auditor to the charity during the period under review.

Fundraising statement

The charity's fundraising activities are listed above under Activities and Performance. The charity does not engage in fundraising behaviour proscribed by the Charities Act 2011, section 162A, subsection (2), as amended by the Charities (Protection and Social Investment) Act 2016, namely such activities that are: (a) an unreasonable intrusion on a person's privacy; (b) unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity; or (c) place undue pressure on a person to give money or other property.

No complaints were received in relation to the charity's fundraising activities.

Auditor

Citroen Wells was re-appointed as auditor to the charity during the period under review.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)
FOR THE YEAR ENDED 31 MAY 2023

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Andrea Samuelson
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A Samuelson

Trustee
Dated: 26/10/2023

SMALL STEPS SFP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MAY 2023

The Trustees, who are also the directors of Small Steps SFP for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SMALL STEPS SFP

Opinion

We have audited the financial statements of Small Steps SFP (the 'charity') for the year ended 31 May 2023 which comprise the statement of financial activities, the statement of financial position and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 May 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Charity and determined that the most significant are those that relate to the reporting framework being the 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 (FRS102), the charitable company's Memorandum and Articles of Association, the Charities Act 2011, and the safe guarding legislation.
- We understood how the charity is complying with those frameworks by making enquiries of management and seeking representations from those charged with governance. We corroborated our understanding by reviewing supporting documentation including Trustee meeting minutes and policy and procedures manuals.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

- We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur by considering the risk of management override of internal control. We performed journal entry testing by specific risk criteria, with a focus on journals indicating large or unusual transactions based on our understanding of the business. We tested completeness of income through substantive tests performed, analytical review procedures and cut off tests on the revenue recognised.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management and those charged with governance, review of legal and professional expenses and review of Trustee meeting minutes.
- The Charity is a regulated entity under the supervision of the Charities Commission. As such, the Senior Statutory Auditor considered the experience and expertise of the engagement team to ensure that the team had the appropriate competence and capabilities.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Citroen Wells

Citroen Wells

30/10/2023
.....

**Chartered Accountants
Statutory Auditor**

Devonshire House
1 Devonshire Street
London
W1W 5DR

Citroen Wells is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SMALL STEPS SFP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2023

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	2	268,429	62,116	330,545	390,800	288,790	679,590
Fundraising events	3	9,831	-	9,831	43,802	-	43,802
Investments - bank interest	4	4,284	-	4,284	981	-	981
Other income	5	-	-	-	-	7,358	7,358
Total income		282,544	62,116	344,660	435,583	296,148	731,731
<u>Expenditure on:</u>							
Raising funds	6	56,382	-	56,382	56,214	-	56,214
Charitable activities	7	335,965	111,632	447,597	324,026	110,165	434,191
Total expenditure		392,347	111,632	503,979	380,240	110,165	490,405
Net (expenditure)/income for the year/							
Net movement in funds		(109,803)	(49,516)	(159,319)	55,343	185,983	241,326
Fund balances at 1 June 2022		313,101	3,570,941	3,884,042	257,759	3,384,957	3,642,716
Fund balances at 31 May 2023		203,298	3,521,425	3,724,723	313,102	3,570,940	3,884,042

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

SMALL STEPS SFP**STATEMENT OF FINANCIAL POSITION****AS AT 31 MAY 2023**

	Notes	2023 £	£	2022 £	£
Fixed assets					
Property, plant and equipment	11		3,353,172		3,307,400
Current assets					
Current debtors	12	29,256		55,388	
Cash at bank and in hand		366,534		541,907	
		395,790		597,295	
Current liabilities	13	(24,239)		(20,653)	
Net current assets			371,551		576,642
Total assets less current liabilities			3,724,723		3,884,042
Income funds					
Restricted funds	16		3,521,425		3,570,940
Unrestricted funds			203,298		313,102
			3,724,723		3,884,042

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 26/10/2023

Andrea Samuelson
.....
A Samuelson
Trustee

Company Registration No. 08353635

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

Charity information

Small Steps SFP is a private company limited by guarantee incorporated in England and Wales. The registered office is at 17-19 Worple Way, Richmond, TW10 6DG.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

As noted in more detail in the Trustees' Report, the unrestricted funds of the charity, which are used for day-to-day charitable activities, reported a deficit for the year of £109,803, although the unrestricted funds carried forward at the balance sheet date were £203,298. The Charity's management are monitoring the situation to ensure that the charity can continue to meet its liabilities as they fall due. The Trustees are satisfied that the charity has sufficient cash reserves at the balance sheet date to sustain the expected levels of spending for more than 12 months from the date of approval of the accounts. As a result, the accounts have been prepared on the going concern basis.

1.3 Charitable funds

Unrestricted funds are available to use to further any purpose of the charitable undertaking.

Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

1.4 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 measured at the fair value of the good or services received and is classified under the following headings:

Donations and gifts

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 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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

Donated facilities and services

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.

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.

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

Grants

Income from non-government 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.

Fundraising events

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.

1.5 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 charity'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.

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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

1.6 Property, plant and equipment

Purchased tangible fixed assets are initially recorded at cost and donated tangible assets are recorded at fair value. All tangible fixed assets apart from freehold land are depreciated over their estimated economic life.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Not depreciated
Freehold buildings	50 years straight line
Fixtures and fittings	20 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets with fixed or determinable payments and fixed maturity dates that the charity has the positive intent and ability to hold to maturity are classified as held to maturity investments. Held to maturity investments are measured at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 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 year.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

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

1.13 Government grants

Coronavirus Job Retention Scheme

The Coronavirus Job Retention Scheme (CJRS) results in cash payments from the Government to compensate employers for part of the wages, associated national insurance contributions (NICs) and employer pension contributions of employees who have been placed on furlough (i.e. placed on temporary leave of absence from working for the employer).

The CJRS grant is recognised under the performance method, and is recognised as income on a systematic basis over the periods in which the charity recognises the related costs for which the grant is intended to compensate. As such the income from the grant is recognised on a straight line basis over the furlough period for each relevant employee.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

2 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2023	Total 2022
	£	£	£	£
Donations and gifts	260,094	-	260,094	364,190
Grants	-	62,116	62,116	284,000
Donated facilities and services	8,335	-	8,335	31,400
	<u>268,429</u>	<u>62,116</u>	<u>330,545</u>	<u>679,590</u>
For the year ended 31 May 2022	<u>390,800</u>	<u>288,790</u>		<u>679,590</u>

Donated facilities and services

Donated services in the current and prior years include legal services. The charity is grateful 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. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3 Fundraising events

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Fundraising events	<u>9,831</u>	<u>43,802</u>

4 Investments - bank interest

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
Interest receivable	<u>4,284</u>	<u>981</u>

5 Other income

	Restricted funds 2023 £	Restricted funds 2022 £
Government grants	<u>-</u>	<u>7,358</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

6 Raising funds

	2023 £	2022 £
Fundraising and publicity		
Costs of generating donations and grants	11,223	16,831
Costs of organising fund-raising events	3,432	12,387
Staff costs	41,727	26,996
	<u>56,382</u>	<u>56,214</u>

7 Charitable activities

	2023 £	2022 £
Staff costs	273,955	238,486
Depreciation and impairment	51,824	45,094
Premises costs	47,692	48,767
Other direct charitable expenditure	8,149	19,499
	<u>381,620</u>	<u>351,846</u>
Support costs (see note 8)	51,796	64,527
Governance costs (see note 8)	14,181	17,818
	<u>447,597</u>	<u>434,191</u>
Analysis by fund		
Unrestricted funds	335,965	324,026
Restricted funds	111,632	110,165
	<u>447,597</u>	<u>434,191</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

8 Support & governance costs

	Support costs £	Governance costs £	2023 £	Support costs £	Governance costs £	2022 £
Staff costs	28,251	5,518	33,769	25,875	5,253	31,128
Office and other administration costs	18,210	863	19,073	18,112	6,565	24,677
Legal and professional fees	5,335	-	5,335	20,540	-	20,540
Audit fees	-	7,800	7,800	-	6,000	6,000
	<u>51,796</u>	<u>14,181</u>	<u>65,977</u>	<u>64,527</u>	<u>17,818</u>	<u>82,345</u>

All support and governance costs have been allocated to the charity's sole charitable activity.

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Full time	6	5
Part time	6	6
Total	<u>12</u>	<u>11</u>

Employment costs

	2023 £	2022 £
Wages and salaries	311,573	264,339
Social security costs	24,467	21,058
Other pension costs	13,411	11,213
	<u>349,451</u>	<u>296,610</u>

The average monthly full-time equivalent employees during the year was 9 (2022: 8)

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

10 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2023 Number	2022 Number
£70,000 - £79,999	1	1

11 Property, plant and equipment

	Freehold land & buildings £	Fixtures and fittings £	Total £
Cost			
At 1 June 2022	3,016,662	379,165	3,395,827
Additions	51,197	46,399	97,596
At 31 May 2023	3,067,859	425,564	3,493,423
Depreciation			
At 1 June 2022	54,417	34,010	88,427
Depreciation charged in the year	31,030	20,794	51,824
At 31 May 2023	85,447	54,804	140,251
Carrying amount			
At 31 May 2023	2,982,412	370,760	3,353,172
At 31 May 2022	2,962,245	345,155	3,307,400

12 Current debtors

	2023 £	2022 £
Other receivables	14,003	44,775
Prepayments and accrued income	15,253	10,613
	29,256	55,388

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

13 Current liabilities

	Notes	2023 £	2022 £
Other taxation and social security		5,300	4,428
Deferred income	14	6,821	-
Trade payables		4,184	-
Accruals and deferred income		7,934	16,225
		<u>24,239</u>	<u>20,653</u>

14 Deferred income

	2023 £	2022 £
Other deferred income	6,821	-
	<u>6,821</u>	<u>-</u>

Deferred income consists of money received in the year for tickets sold to the charity's annual ball, which was postponed and has been re-scheduled for March 2024.

	2023 £	2022 £
Deferred income is included within:		
Current liabilities	6,821	-
	<u>6,821</u>	<u>-</u>
Movements in the year:		
Deferred income at 1 June 2022	-	-
Resources deferred in the year	6,821	-
	<u>6,821</u>	<u>-</u>
Deferred income at 31 May 2023	<u>6,821</u>	<u>-</u>

15 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £13,411 (2022 - £11,213).

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2023

16 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds				
	Balance at 1 June 2021	Incoming resources	Resources expended	Transfers	Balance at 1 June 2022	Incoming resources	Resources expended	Transfers	Balance at 31 May 2023
	£	£	£	£	£	£	£	£	£
Staff costs	-	7,358	(7,358)	-	-	-	-	-	-
Provision of classes	4,155	4,000	(8,155)	-	-	10,000	(10,000)	-	-
Resources and equipment	-	790	(790)	-	-	2,116	(2,116)	-	-
Premises costs	674,135	284,000	(48,768)	(645,827)	263,541	50,000	(47,692)	(97,596)	168,253
Donated asset	2,706,667	-	(45,094)	645,827	3,307,400	-	(51,824)	97,596	3,353,172
	<u>3,384,957</u>	<u>296,148</u>	<u>(110,165)</u>	<u>-</u>	<u>3,570,941</u>	<u>62,116</u>	<u>(111,632)</u>	<u>-</u>	<u>3,521,425</u>

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 maintenance and renovation of the premises in which the charity undertakes its main activities.

Donated asset

These funds comprise the value of the property donated to the charity.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2023

17 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 May 2023 are represented by:			
Property, plant and equipment	-	3,353,172	3,353,172
Net current assets	203,298	168,253	371,551
	<u>203,298</u>	<u>3,521,425</u>	<u>3,724,723</u>

18 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate compensation	<u>74,811</u>	<u>70,022</u>

Unrestricted donations of £4,370 (2022: £6,965) were made by related parties to the charity during the year.

Accounts

Charity Registration No. 1150651

Company Registration No. 08353635 (England and Wales)

SMALL STEPS SFP

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2022

SMALL STEPS SFP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Samuelson T Theobalds J Brotherstone MBE M Kelly T Halfhide A Tufano R Sarson D Challinor E Chadd C Lort-Philips	(Appointed 27 January 2022)
Charity number	1150651	
Company number	08353635	
Registered office and principal office	17-19 Worple Way Richmond TW10 6DG	
Auditor	Citroen Wells Chartered Accountants Devonshire House 1 Devonshire Street London W1W 5DR	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ	

SMALL STEPS SFP

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SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MAY 2022

The Trustees present their annual report and financial statements for the year ended 31 May 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

Key Points:

This has been a much better year for Small Steps, though not without its challenges. The year started with a reduced presence in the building with most staff still on part time furlough, and ended with leader/supporter partnerships re-established and increased group capacity back to our previous levels. There is an excellent 'all-hands on deck' positive morale with the ethos of Conductive Education remaining a core value to our group work. We have coped with the disruption of a number of staff changes plus the refurbishment of the Lower Ground Floor (LGF), which has extended the beautifully fit-for-purpose building from two to three floors, unified by a second atrium. We also negotiated the Omicron variant and Small Steps has now successfully completed its first full year in its Worple Way home and is looking forward to an exciting year ahead. We are lucky to have had the consistency and dedication of leadership and as our inspirational Head of Small Steps commented "The light, bright, vibrant environment, with a great staff team, putting families first and staying positively orange is joyful."

Objectives and activities

The charity 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 impairment, and their families, through the provision of classes, activities and advice in a supportive environment. The charity operates from 17-19 Worple Way, Richmond, TW10 6DG (Worple Way).

Traditionally, 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. All sessions would operate for 2-3 hours on a group basis and include a maximum of 5 children for most groups.

The year started out with various COVID-19 guidelines still in place, including social distancing with zoned spaces and reduced footfall. However, by the end of the year, usual practice had been wholly reinstated. Numbers were back up, as was demand, with the catchment extending further west to include Slough and Farnham. Assessments were once again conducted in the building and face-to-face Parent Evenings resumed.

On 31 May 2021 there were 75 children on roll with a further 18 families waiting. On 31 May 2022 there were 83 children on roll and 20 waiting. Average attendance in the building has remained at 43 families per week (% attendance in groups has varied from 37% to 77% but averages 61%). There are 20 groups a week, only 1 of which is on zoom after it was decided to focus on face-to-face activity in order to get families back.

This year Small Steps marked its 24th birthday and entered its 25th year. Then, as is the complexity of some of the children that access Small Steps, another of our recent graduates died – a most gorgeous little boy full of smiles. The family asked for donations to Small Steps by way of tribute to his memory.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

Achievements and performance

The ongoing vision of Small Steps is always to maintain its core focus activity - that of delivering structured sessional groups for pre-school disabled children and their parents in a positive supportive environment with a can-do attitude.

The COVID-19 pandemic brought many challenges: ever-evolving COVID-19 contingencies, policies & practices; mask wearing, enhanced cleaning, testing, reduced capacity, essential visitors only, various absences. The whole 'open door, all in it together' ethos of Small Steps was impacted. Simultaneously however the flexing, juggling, resourcefulness, finding solutions, creativity, 'orange' positivity and putting families first stood Small Steps in good stead. Now, all are 'learning to live with it.' The charity has survived and is in a good place, with lots of potential.

Staffing/Training

There were staff changes during the period that included resignations and new appointments. At year-end, staff consisted of five full-time personnel (2021: five) and six part-time (2021: five). The balance has shifted towards more part time working.

Small Steps continued to utilise furlough where necessary until the scheme closed in September 2021. The long-established Marketing and Communications Manager left during the year though continued to support Small Steps on a freelance basis. She has returned to a revised part time role in the coming year. Two new session supporters were employed - the first time that the charity has recruited to such a role.

Small Steps hosted two physiotherapy students on placement, one from Coventry University and one from St. Mary's. Coincidentally the sister of this second student was one of the first Small Steppers back in 1998.

Small Steps also hosted a pro-bono fellow from Sidley Austin LLP during the autumn term. During his fellowship he completed a complementary legal audit of governance, policies and procedures as well as stepping in to be Santa at the children's Christmas party. He also initiated the first draft of a Building Manual.

Training during the period included First Aid and Safeguarding. Two sessions were also facilitated by Trustee Deborah - 'Working Together' and 'Next Steps and Priorities.'

The week of 23 - 27 May just prior to year-end, was set aside as Assessment week in order to address the long waiting list. Subsequent to this, 19 new families joined sessions in the second half of the summer term. Well done the Team for making it happen.

Well done too to Andrea Samuelson, Chair of Trustees. Andrea won 'Trustee of the Year' in Richmond Council's Annual Community Heroes Award – duly recognised for her dedication to Small Steps - going above and beyond the regular call of duty to deliver the highest level of support and assistance within the community. Thank you Andrea.

Parent Support & Holiday Clubs

There was no Summer Club in 2021 nor any Easter Club in 2022.

The Children's Christmas Party was on 10 December 2021 – planned in three tranches and over two floors it was more socially distanced than in previous years, though still very heartfelt and jolly.

Graduate mum and Educational Psychologist Karen Schumacher delivered a 'Coping & Resilience' parent workshop in the autumn term. Attendance was small but those present found it rewarding.

Just after year end, on 7 July 2022, Small Steps hosted parent drinks in the hub which saw an increase in attendance – it was a successful and enjoyable evening.

Visitors

The traditional Small Steps 'open-door policy' began to re-emerge during the period. Small Steps facilitated one week of work experience and hosted DoE students from the local community. There were also several visits by graduate parents coming to see the new building. A long-time friend from 'Very Special Children' in Staffordshire came, as did the CEO of Move'n'Walk Conductive Centre in Sweden. We were also delighted to welcome Sarah Olney MP, Nancy Baldwin Local Councillor and Nick Rogers GLA (Greater London Assembly) Member and many others.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MAY 2022**

Premises

Works on refurbishing the Lower Ground Floor began on 1 June 2021, with the same Principal Designer and Contractors as before. The generous donor of the building bore all costs once again. The summer term ended one week early to accommodate the creation of the second atrium. Works were completed such that at the start of the new academic year in September 2021 the whole three-storey building was completed, and Conductive Practice operated across all floors.

Planning Permission for the whole building was submitted to Richmond Council in the spring too. Subsequently after year-end, the Council granted personal permission to the charity to remain at Worple Way across all three floors into perpetuity.

Throughout the period, the challenges and requirements of running a building have been evident. A Building Manual has been created which details information across all areas and is accessible to all. There have been various unanticipated issues across the year including pigeon guano in the lift shaft and sensitive sensors setting off the alarm out of hours. These, along with necessary scheduled maintenance of the building distract core personnel from their essential roles. A comprehensive record of all incidents/requirements is being maintained and at year-end, a Facilities Manager position was being advertised locally.

Fundraising

Small Steps has never had a secured funding stream and relies totally on charitable grants, events and voluntary donations. It costs in excess of £400,000 to run Small Steps for a year. The COVID-19 pandemic affected much of the core community fundraising on which Small Steps relies and there was much uncertainty around when this might resume. Though, resume it eventually did with several previously postponed events taking place and many new endeavours created and completed. Good and longstanding friends and supporters stepped up. This included a parental introduction to Thomas' School Kensington, who chose Small Steps to be their partner charity of the year. This partnership amassed an incredible £115,000 in donations. Some of this money was used to equip the third floor. As last year, the many online platforms facilitated getting funds into the charity from a whole host of various activities, too numerous to list. The year culminated with The Ball.

So many people (friends, relatives, parents, work associates, incredible supporters) who not only help us to provide Small Steps as a free service, but this year, have helped Small Steps to survive. We are so grateful to all who have made donations, including those parents and individuals who continue to make regular donations online as well as to those others who have made significant contributions. Whether small or large, this support is so vital to us.

A special mention must be made of Mia. A graduate of Small Steps herself, Mia has volunteered at the charity once a week this entire year, spoke so eloquently in a video for Thomas' School, was involved in selling cakes at Kew Fete and so much more. She is a credit to herself and to her family.

Financial review

By comparison to last year, this has been a good year with a resulting increase in unrestricted funds (our general reserves) - though these are still lower than they were in 2019. Despite the general economic climate and in the context of post-pandemic reduced community events and no grant from Children in Need, there has been a huge increase in voluntary donations. The new link with Thomas' School for this year is of particular significance. The amount of donations received via on-line giving has continued to rise and now represents 28% of voluntary donations.

Expenditure has been well managed, with staff costs kept under control and the works to refurbish the LGF actioned and completed with the generous donation (restricted) to cover the costs thus spent. Total expenditure is then more than total income as it includes these refurbishment works.

Total reserves are £3,884,042 (last year £3,642,716) but the majority of this consists of the property (and the related maintenance grant) and so is not available to meet ongoing funding requirements. As discussed above, additional work was performed on the property during the year, resulting in a decrease in cash and in an increase in fixed assets. The cash expended was held as restricted funds so has no impact on the general reserve.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

Unrestricted funds are up to £313,102 (2021: £257,759) which represent 106% (2021: 77%) of staff costs. This improvement over the prior year is due to both an increase in unrestricted funds as well as a slight reduction in staff costs for this year. We note, however, that staff and other operating costs going forward are expected to rise next year as the charity aims to meet the needs of more families in its enlarged space.

Despite a good year, the charity, as usual, has no secure funding stream and remains entirely reliant on voluntary donations apart from the property grant. It will have to work harder than ever not to rest on laurels but to raise the profile and access more and varied funding streams.

Risk Management

The Board reverted to its pre-pandemic practice of meeting at least twice each academic term to discuss service delivery, review financial performance against budget and determine the strategic direction of the charity. The Board has established good governance practice that includes effective sub-committees for Finance, Fundraising, Personnel, Premises, Effective Provision and a Salary Review Working Group. The COVID Working Group has been disbanded. The Senior Leadership Team meet weekly.

The Trustees have always been proactive in their response to all risks and have established policies and procedures that are designed to provide reasonable, but not absolute, assurance against them. As good governance dictates, they take advice – including legal – and are constantly reviewing all areas of risk management including Health and Safety and Safeguarding.

Historically, the Trustees have always identified three main risks faced by the charity. Now that the charity has its own permanent home, premises is no longer a risk, though the running of a building does present its own challenges.

The two remaining greatest risks are:

- Funding – obtaining sufficient income to provide for the needs of the charity; and
- Personnel – recruiting and retaining sufficient levels of skilled staff.

Funding will continue to remain a significant risk. The charity has never had an 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 to meet its commitments to the children, parents and its staff. The charity has grown, expenses have increased, there has been a pandemic and the charity does not have a dedicated fundraiser.

This year the Trustees agreed to revise the Reserves Policy from 'sufficient cash reserves to enable the charity's operation to run until at least the end of the next school year' to 6 months: *"Small Steps will have sufficient cash reserves to enable the charity's operation to run for the next six months. This should be calculated each month as available cash reserves divided by last 6 months running costs and noted in the monthly accounts. If Small Steps has insufficient cash reserves then a meeting of Trustees should be convened within a month to discuss what actions can be taken to ensure the long-term sustainability of the charity."* This clarifies the previously variable target whereby reserves required to fund to the end of an academic year reduce as the year progresses.

The risk around personnel is always present, particularly retaining and recruiting sufficient levels of skilled staff. This year two full time Conductors resigned from the charity. Career development opportunities for Conductors are limited by tradition, an issue that affects all CE settings. This matter is very much on the radar of the CEUK (Conductive Education UK Consortium). During the pandemic, the Consortium quite naturally shifted its focus to operations, though now has reverted to consider strategy – with raising the profile of the CE and the Conductor profession very much a priority. NICE (National Institute of Conductive Education) has worked hard to establish excellent training programmes for Conductors/would be Conductors but is reliant on the take-up of said opportunities and of settings in promoting them.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MAY 2022**

This year in order to fully staff sessions, for the first time in its history Small Steps recruited to a discrete Session Supporter role. Two people took the position – both p/t – one a graduate mum and one a mature student taking a year out before embarking on a physiotherapy degree course. Small Steps is now looking more seriously at employing individuals to train in house, using the skills of the CE Mentor (CE Lead) and looking anew at opportunities for other personnel. The intention is to train up another Conductor to be a CE Mentor and also to recruit additional Session Supporters and for them to complete the Conductor Assistant training at NICE before continuing to attain full Conductor status.

In addition to recruitment, Small Steps is facing issues around succession planning, particularly for those in pivotal roles who have been involved with the charity for many years.

Future Developments

The ongoing vision of the charity is always to maintain its core focus activity; that of delivering structured sessional groups for young disabled children and their parents in a positive and supportive environment with a can-do attitude. Small Steps is in a good position to be able to continue delivering on this.

In the coming year, Small Steps will seek to do the following:

- Become a Sponsored Employer to facilitate recruitment of non-UK nationals. The charity is aware of individuals who could be recruited into roles at Small Steps if Sponsored Employer Status is achieved.
- Facilitate at least one practitioner to complete Practice Tutor training at NICE (National Institute of Conductive Education) in Birmingham, in order to deliver Level 3 CE training to new staff at Small Steps. The charity is aware that this opportunity will be an incentive to practitioners to develop their careers.
- Recruit additional practitioner staff. The charity is processing applications from a physiotherapist and a session supporter with the intention of securing them both to be able to meet the needs of more families.
- Recruit additional other staff. The charity is advertising for a Facilities' Manager and has agreed a fundraiser job description.
- Accommodate all families waiting for a place at Small Steps – ideally offering something within a 6-week period. At year end there are 20 families waiting for a place at Small Steps. Their wait defeats the object of Small Steps which is being there for families when they first need us. There is the space capacity to accommodate them at Worple Way and additional recruitment should ensure sufficient staffing.
- Secure sufficient funds to ensure running costs are covered for at least one more year – noting that the reserves policy is agreed to be 6 months. The charity will continue to support, encourage and facilitate individual fundraising through its unique Fundraising Strategy.
- Retain links with the Conductive Education Consortium UK (CEUK) – work to refocus and support the group on strategy over operations and to consolidate the national voice for Conductive Education.
- Continue to establish the charity within its Richmond community. The charity recognises the potential of its place within the locality and will seek to strengthen it and in doing so to raise the profile of Small Steps.
- Carried over from last year, the charity will seek to confirm a shared five-year vision for Small Steps.

Structure, governance and management

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

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MAY 2022**

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signing the accounts were:

A Samuelson	
T Theobalds	
J Brotherstone MBE	
G Ross-Sampson	(Resigned 14 October 2021)
M Kelly	
T Halfhide	
A Tufano	
R Sarson	
D Challinor	
E Chadd	
C Lort-Phillips	(Appointed 27 January 2022)

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

In addition to their responsibilities as directors, Tim Theobalds, Joanna Brotherstone MBE, Tim Halfhide and Becca Sarson are Members of the Company. Anita Coppola MBE is also a member. All 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 MBE, Head of Small Steps.

The Board of Trustees governs Small Steps. Four of the Board are parents of Small Steps children, including Charlie Lort-Phillips. The number of parent users on the Board remains at four (2021: four). This year the Trustees have continued to meet on zoom on the whole.

In addition to the Trustees and staff, Small Steps is truly fortunate to benefit from the hard work of many volunteers who support the charity and its activities. Too numerous to mention, Small Steps would not be the place that it is without them.

Related Parties

Small Steps is an independent charity.

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.

The Board of Trustees approved the Trustees' report.

Fundraising statement

The charity's fundraising activities are listed above under Activities and Performance. The charity does not engage in fundraising behaviour proscribed by the Charities Act 2011, section 162A, subsection (2), as amended by the Charities (Protection and Social Investment) Act 2016, namely such activities that are: (a) an unreasonable intrusion on a person's privacy; (b) unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity; or (c) place undue pressure on a person to give money or other property.

No complaints were received in relation to the charity's fundraising activities.

Auditor

Citroen Wells was re-appointed as auditor to the charity during the period under review.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Andrea Samuelson

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A Samuelson

Trustee
Dated: 21/10/2022

SMALL STEPS SFP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MAY 2022

The Trustees, who are also the directors of Small Steps SFP for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SMALL STEPS SFP

Opinion

We have audited the financial statements of Small Steps SFP (the 'charity') for the year ended 31 May 2022 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 May 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those that relate to the reporting framework (FRS 102 as applied in the Charities SORP, the Companies Act 2006 and the Charities Act 2011) and the relevant legislation in the United Kingdom including employment, environmental and health and safety regulations.
- We understood how the charity is complying with those frameworks by making enquiries of management and seeking representations from those charged with governance. We corroborated our understanding by reviewing supporting documentation including Trustee meeting minutes and policy and procedures manuals.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

- We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur by considering the risk of management override of internal control. We performed journal entry testing by specific risk criteria, with a focus on journals indicating large or unusual transactions based on our understanding of the business. We tested completeness of income through substantive tests performed, analytical review procedures and cut off tests on the revenue recognised.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management and those charged with governance, review of legal and professional expenses and review of Trustee meeting minutes.
- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Citroen Wells

Citroen Wells

24/10/2022
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**Chartered Accountants
Statutory Auditor**

Devonshire House
1 Devonshire Street
London
W1W 5DR

Citroen Wells is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

SMALL STEPS SFP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MAY 2022

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	2	390,800	288,790	679,590	316,280	585,736	902,016
Fundraising events	3	43,802	-	43,802	5,992	-	5,992
Investments - bank interest	4	981	-	981	1,021	-	1,021
Other income	5	-	7,358	7,358	-	87,920	87,920
Total income		435,583	296,148	731,731	323,293	673,656	996,949
<u>Expenditure on:</u>							
Raising funds	6	56,214	-	56,214	37,168	-	37,168
Charitable activities	7	324,026	110,165	434,191	284,177	172,423	456,600
Total expenditure		380,240	110,165	490,405	321,345	172,423	493,768
Net income for the year/ Net movement in funds		55,343	185,983	241,326	1,948	501,233	503,181
Fund balances at 1 June 2021		257,759	3,384,957	3,642,716	255,811	2,883,724	3,139,535
Fund balances at 31 May 2022		313,102	3,570,940	3,884,042	257,759	3,384,957	3,642,716

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

SMALL STEPS SFP**STATEMENT OF FINANCIAL POSITION****AS AT 31 MAY 2022**

	Notes	2022 £	£	2021 £	£
Fixed assets					
Property, plant and equipment	11		3,307,400		2,706,667
Current assets					
Current debtors	12	55,388		31,273	
Cash at bank and in hand		541,907		916,703	
		597,295		947,976	
Current liabilities	13	(20,653)		(11,927)	
Net current assets			576,642		936,049
Total assets less current liabilities			3,884,042		3,642,716
Income funds					
Restricted funds	15		3,570,940		3,384,957
Unrestricted funds			313,102		257,759
			3,884,042		3,642,716

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 21/10/2022

Andree Samuelson

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A Samuelson
Trustee

Company Registration No. 08353635

SMALL STEPS SFP**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MAY 2022**

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	18		270,050		521,018
Investing activities					
Purchase of property, plant and equipment		(645,827)		-	
Proceeds on disposal of investments		-		84,371	
Interest received		981		1,021	
Net cash (used in)/generated from investing activities			(644,846)		85,392
Net (decrease)/increase in cash and cash equivalents			(374,796)		606,410
Cash and cash equivalents at beginning of year			916,703		310,293
Cash and cash equivalents at end of year			541,907		916,703

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

Charity information

Small Steps SFP is a private company limited by guarantee incorporated in England and Wales. The registered office is at 17-19 Worple Way, Richmond, TW10 6DG.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

As noted in more detail in the Trustees' Report, the unrestricted funds of the charity, which are used for day-to-day charitable activities, are in surplus this year. The Charity's management are monitoring the situation to ensure that the charity can continue to meet its liabilities as they fall due. The Trustees are satisfied that the charity has sufficient cash reserves at the balance sheet date to sustain the expected levels of spending for more than 12 months from the date of approval of the accounts. As a result, the accounts have been prepared on the going concern basis.

1.3 Charitable funds

Unrestricted funds are available to use to further any purpose of the charitable undertaking.

Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

1.4 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 measured at the fair value of the good or services received and is classified under the following headings:

Donations and gifts

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 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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

Donated facilities and services

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.

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.

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

Grants

Income from non-government 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.

Fundraising events

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.

1.5 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 charity'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.

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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

1.6 Property, plant and equipment

Purchased tangible fixed assets are initially recorded at cost and donated tangible assets are recorded at fair value. All tangible fixed assets apart from freehold land are depreciated over their estimated economic life.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Not depreciated
Freehold buildings	50 years straight line
Fixtures and fittings	20 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets with fixed or determinable payments and fixed maturity dates that the charity has the positive intent and ability to hold to maturity are classified as held to maturity investments. Held to maturity investments are measured at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including trade and other payables are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 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 year.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

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

1.13 Government grants

Coronavirus Job Retention Scheme

The Coronavirus Job Retention Scheme (CJRS) results in cash payments from the Government to compensate employers for part of the wages, associated national insurance contributions (NICs) and employer pension contributions of employees who have been placed on furlough (i.e. placed on temporary leave of absence from working for the employer).

The CJRS grant is recognised under the performance method, and is recognised as income on a systematic basis over the periods in which the charity recognises the related costs for which the grant is intended to compensate. As such the income from the grant is recognised on a straight line basis over the furlough period for each relevant employee.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

2 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2022	Total 2021
	£	£	£	£
Donations and gifts	359,400	4,790	364,190	150,018
Grants	-	284,000	284,000	678,656
Donated facilities and services	31,400	-	31,400	73,342
	<u>390,800</u>	<u>288,790</u>	<u>679,590</u>	<u>902,016</u>
For the year ended 31 May 2021	<u>316,280</u>	<u>585,736</u>		<u>902,016</u>

Donated facilities and services

Donated services in the current and prior years include legal services. The charity is grateful 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. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3 Fundraising events

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Fundraising events	<u>43,802</u>	<u>5,992</u>

4 Investments - bank interest

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Interest receivable	<u>981</u>	<u>1,021</u>

5 Other income

	Restricted funds 2022 £	Restricted funds 2021 £
Government grants	<u>7,358</u>	<u>87,920</u>

SMALL STEPS SFP**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MAY 2022**6 Raising funds**

	2022	2021
	£	£
Fundraising and publicity		
Costs of generating donations and grants	16,831	2,431
Costs of organising fund-raising events	12,387	232
Staff costs	26,996	34,505
	<u>56,214</u>	<u>37,168</u>

7 Charitable activities

	2022	2021
	£	£
Staff costs	238,486	266,166
Depreciation and impairment	45,094	32,500
Premises costs	48,767	28,755
Other direct charitable expenditure	19,499	4,151
	<u>351,846</u>	<u>331,572</u>
Support costs (see note 8)	64,527	98,570
Governance costs (see note 8)	17,818	26,458
	<u>434,191</u>	<u>456,600</u>
Analysis by fund		
Unrestricted funds	324,026	284,177
Restricted funds	110,165	172,423
	<u>434,191</u>	<u>456,600</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

8 Support & governance costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	25,875	5,253	31,128	30,340	5,055	35,395
Office and other administration costs	18,112	6,565	24,677	9,520	15,103	24,623
Legal and professional fees	20,540	-	20,540	58,710	-	58,710
Audit fees	-	6,000	6,000	-	6,300	6,300
	<u>64,527</u>	<u>17,818</u>	<u>82,345</u>	<u>98,570</u>	<u>26,458</u>	<u>125,028</u>

All support and governance costs have been allocated to the charity's sole charitable activity.

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Full time	5	8
Part time	6	2
Total	<u>11</u>	<u>10</u>

Employment costs

	2022 £	2021 £
Wages and salaries	264,339	298,131
Social security costs	21,058	24,655
Other pension costs	11,213	13,280
	<u>296,610</u>	<u>336,066</u>

The average monthly full-time equivalent employees during the year was 8 (2021: 9)

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

10 Employees

(Continued)

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2022 Number	2021 Number
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-
	<u> </u>	<u> </u>

11 Property, plant and equipment

	Freehold land & buildings £	Fixtures and fittings £	Total £
Cost			
At 1 June 2021	2,500,000	250,000	2,750,000
Additions	516,662	129,165	645,827
	<u> </u>	<u> </u>	<u> </u>
At 31 May 2022	3,016,662	379,165	3,395,827
	<u> </u>	<u> </u>	<u> </u>
Depreciation			
At 1 June 2021	26,667	16,666	43,333
Depreciation charged in the year	27,750	17,344	45,094
	<u> </u>	<u> </u>	<u> </u>
At 31 May 2022	54,417	34,010	88,427
	<u> </u>	<u> </u>	<u> </u>
Carrying amount			
At 31 May 2022	2,962,245	345,155	3,307,400
	<u> </u>	<u> </u>	<u> </u>
At 31 May 2021	2,473,333	233,334	2,706,667
	<u> </u>	<u> </u>	<u> </u>

The prior year balances for fixtures and fittings cost and accumulated depreciation have been restated to more accurately reflect an asset disposal that occurred in the prior year. The cost and accumulated depreciation of the asset were overstated by £3,661 and at 31 May 2021. This restatement did not effect the net book value of fixed assets.

12 Current debtors

	2022 £	2021 £
Other receivables	44,775	17,331
Prepayments and accrued income	10,613	13,942
	<u> </u>	<u> </u>
	55,388	31,273
	<u> </u>	<u> </u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

13 Current liabilities

	2022 £	2021 £
Other taxation and social security	4,428	4,494
Accruals and deferred income	16,225	7,433
	<u>20,653</u>	<u>11,927</u>

14 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £11,213 (2021 - £13,280).

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MAY 2022

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 June 2020 £	Movement in funds		Balance at 1 June 2021 £	Movement in funds		Transfers £	Balance at 31 May 2022 £
		Incoming resources £	Resources expended £		Incoming resources £	Resources expended £		
Staff costs	-	91,256	(91,256)	-	7,358	(7,358)	-	-
Provision of classes	5,243	18,500	(19,588)	4,155	4,000	(8,155)	-	-
Resources and equipment	24	300	(324)	-	790	(790)	-	-
Premises costs	139,290	563,600	(28,755)	674,135	284,000	(48,768)	(645,827)	263,540
Donated asset	2,739,167	-	(32,500)	2,706,667	-	(45,094)	645,827	3,307,400
	<u>2,883,724</u>	<u>673,656</u>	<u>(172,423)</u>	<u>3,384,957</u>	<u>296,148</u>	<u>(110,165)</u>	<u>-</u>	<u>3,570,940</u>

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 maintenance and renovation of the premises in which the charity undertakes its main activities.

Donated asset

These funds comprise the value of the property donated to the charity.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2022

16 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 May 2022 are represented by:			
Property, plant and equipment	-	3,307,400	3,307,400
Net current assets	313,102	263,540	576,642
	<u>313,102</u>	<u>3,570,940</u>	<u>3,884,042</u>

17 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate compensation	70,022	65,668

Unrestricted donations of £6,965 (2021: £2,120) were made by related parties to the charity during the year.

18 Cash generated from operations

	2022 £	2021 £
Surplus for the year	241,326	503,181
Adjustments for:		
Investment income recognised in statement of financial activities	(981)	(1,021)
Depreciation and impairment of property, plant and equipment	45,094	32,500
Movements in working capital:		
(Increase) in trade and other receivables	(24,115)	(4,191)
Increase/(decrease) in trade and other payables	8,726	(9,451)
Cash generated from operations	<u>270,050</u>	<u>521,018</u>

19 Analysis of changes in net funds

The charity had no debt during the year.

Accounts

Charity Registration No. 1150651

Company Registration No. 08353635 (England and Wales)

SMALL STEPS SFP

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MAY 2021

SMALL STEPS SFP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Samuelson T Theobalds J Brotherstone MBE G Ross-Sampson M Kelly T Halfhide A Tufano R Sarson D Challinor E Chadd	(Appointed 28 January 2021) (Appointed 20 May 2021)
Charity number	1150651	
Company number	08353635	
Registered office and principal office	17-19 Worples Way Richmond TW10 6DG	
Auditor	Citroen Wells Chartered Accountants Devonshire House 1 Devonshire Street London W1W 5DR	
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling ME19 4JQ	

SMALL STEPS SFP

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SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MAY 2021

The Trustees present their report and financial statements for the year ended 31 May 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

Key Points:

This has been a frustrating year for Small Steps. The charity finally has its own beautifully fit-for-purpose building, gifted in its entirety, yet due to COVID-19 Small Steps was not able to fully utilise it. The pandemic also impacted on donations, with voluntary unrestricted income down. COVID-19 meant that for the first three months of the financial year, with 7 staff on full-time furlough, there was no face-to-face activity in the new premises at Worple Way. The year ended with a reduced presence in the building too – all the staff on part-time furlough, a revised *modus operandi* of delivery with only one practitioner in each group, and a remaining uncertainty around any resumption of core community fundraising. In between, there was a short period of face-to-face sessions and a four-month period of closure/homeworking providing Zoom sessions only. Also during this period, a planning application to refurbish the Lower Ground Floor (LGF) was submitted and approved, and the refurbishment works were initiated in June 2021. So, in true Small Steps style – onwards, upwards and now downwards too. The potential for the future of the charity is immense – though with general reserves low, a big push on fundraising is required for this potential to be realised.

Objectives and activities

The charity 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 impairment, and their families, through the provision of classes, activities and advice in a supportive environment. The charity operates from 17-19 Worple Way, Richmond, TW10 6DG ('Worple Way').

Traditionally, children are invited to a regular session throughout the academic year, accompanied by a parent or carer, thereby enabling parents and carers to acquire new skills. These can be repeated to assist each child at home, thus increasing the benefits of every session through repetition. All sessions would operate for 2-3 hours on a group basis and include a maximum of 5 children for most groups.

This year, with COVID-19, furlough, social distancing and reduced footfall, usual practice has been challenged. After the initial lockdown, there was no certainty on numbers, demand, or capacity. Group sizes were reduced with child-parent partnerships assigned to zones to accommodate social distancing. Assessments were carried out on Zoom. During the 'working from home' period, 20 face-to-face groups per week were reduced to 10 online offerings.

On 31 May 2020 there were 95 children on roll with a further 32 families who had approached Small Steps and were in the process of visiting, being assessed or waiting for a place. On 31 May 2021 there were 75 children on roll and 18 'waiting'. Of these 75, 14 attend Zoom sessions only. Average attendance in the building at year end was 43 families per week - being affected by incidences of self-isolation, post-lockdown anxiety, and reduced parking at Worple Way. The in-person experience, which has historically been so vital to the success of the charity, has been compromised.

Throughout the reporting period, with our families even more isolated, exposed and vulnerable than ordinarily, with most services withdrawn and no support networks, Small Steps has endeavored to deliver *something* to families in a personalised, supportive, caring way. It was a steep learning curve – leading sessions from home, through the medium of a camera, though feedback from parents was positive.

"One thing we missed more than anything was attending Small Steps. My son J, age 3, has severe brain damage since his premature birth at 25 weeks into the pregnancy. He comes alive during Small Steps sessions! To be told we couldn't attend during lockdown was devastating. This was short lived when we heard of Zoom weekly sessions taking place. Of course, we jumped at the chance to attend these. In fact, I had not expected them to be as wonderful as they were! J was super engaged to the singing, actions and movement of the staff at Small Steps. I learnt new ways of play that I could then do at home. Also, seeing the faces of his

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

peers was wonderful for both him and me! It also provided routine to our week and gave us something to look forward to! We loved the Small Steps Zoom sessions and I am so thankful and grateful for keeping us connected during such difficult times! Having the option of attending classes now during times of self-isolation or inability to travel in due to COVID again fills me with a great feeling that my little one can still be connected and a part of his class and most importantly continue his development and learning."

There were staffing changes during the year. At year-end, staff consisted of five full-time personnel (2020: eight) and five part-time (2020: three).

The Trustees have paid due regard to guidance issued on public benefit by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

The ongoing vision of Small Steps is always to maintain its core focus activity - that of delivering structured sessional groups for pre-school disabled children and their parents in a positive supportive environment with a can-do attitude.

This year has been more challenging than most. The occupancy of our own beautifully fit-for-purpose building was inconsistent. The newly constructed Senior Leadership Team (SLT) became fragmented. Priorities changed – the focus became survival. Zoom became the go-to new best friend – providing for sessions, fundraising activity, and even parent evenings. Student placements from the National Institute of Conductive Education (NICE) Birmingham could not be completed.

During the first term of the year the building was closed, practitioners were on furlough and some online Zoom sessions were delivered by the SLT. In the second term the building was open and face-to-face sessions resumed, though within new COVID-19 parameters of social distancing and with practitioners hands-off. Some families cautiously returned. There was another lockdown period during the final term of the year - Small Steps was closed again, with practitioners delivering Zoom sessions from home. Face-to-face in-situ sessions only resumed in April, 6 weeks prior to year-end.

Staffing/Training

During the period, with staff not able to do their jobs due to the pandemic, the charity fully utilised the Government Job Retention Scheme. The Team Leader was furloughed and the remaining Senior Leadership Team (SLT) evolved into 'The Covid Core', with a subsequent re-structuring of roles. The Senior Operations Lead (SOL) was assigned Assistant Head of Small Steps and the Team Leader was re-designated Conductive Education Lead (CEL) with group delivery being re-prioritised. As part of this organisational change, all contracts across the charity were standardised to be term-time plus 3-week contracts.

The pandemic and ensuing lockdowns provided an opportunity for reflection. Hence, during the year, one part-time practitioner resigned and another reduced to work 2 days only. COVID-19 restrictions and homeworking continued into June, during which time the Marketing and Communications Manager – who had been at Small Steps for more than twenty years – decided to leave too, as did two more practitioners, both of whom were successfully replaced by a recruitment drive in the new year.

The three main trainings delivered during the period were whole team insets consisting of procedures around COVID-19 and revised protocols/risk assessments, familiarisation with the building and working together as a team. The Conductive Education Consortium forum for senior leaders in Conductive Education continued to be invaluable during the period.

Parent Support & Holiday Clubs

There was no summer club in 2020 nor any Easter Club in 2021 – nor any other activities due to the pandemic.

Premises

Small Steps started this financial year in absentia of its new home at Worple Way. Unable to make full use of the building, during the first four months the 'Covid Core' made regular visits only to make checks that it was safe, thereby ensuring that all insurance requirements were fully met.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

Identified as a goal last year, a planning application for change of use to the LGF was submitted. It capitalised on new social distancing requirements as well as the desire for additional space and the consolidation of the building. Various parties supported the submission, including the Local Councillor, and approval was granted in the latter part of 2020. The same Principal Designer/Contractors as last year were appointed. The intention was to complete works early in the New Year, during the period of lockdown, with all costs once again to be borne by the generous donor of the building. Circumstances, however, proved different. There was a long, protracted process around insurances which impacted on the issuing of Letters of Intent (LOI's) to get the schedule moving. Works only began on 1 June, after year-end. Pro-bono legal support was again provided by Sidley Austin LLP – we continue to be extremely grateful for this support.

Fundraising

Small Steps has never had a secured funding stream and relies totally on charitable grants, events and voluntary donations. It costs in excess of £400,000 to run Small Steps for a year. The COVID-19 pandemic affected so much of the core community fundraising on which Small Steps relies. The charity endeavoured to take advantage of as many new fundraising opportunities as possible, including People's Fundraising – which is run by Golden Giving, a not-for-profit service that provides charities and charity supporters with all the fundraising tools they need within one single 'own branded' platform. This enabled Small Steps to set up its own online Christmas raffle and fair in November 2020 at low cost. The charity also capitalised on the donate button on the Facebook page, Facebook birthday fundraisers, Paypal for Charities, Amazon Smile, CAF donate, and the installation of a contactless card payment SumUp machine.

During the period too, more grant applications were submitted than ever before, though with limited success. The headline 'income' of last year (the value of the donated building) was often quoted as being one reason for rejection. The charity is concerned that the additional restricted grant this year, to refurbish the LGF, may have the same impact.

The furlough grant made a massive and fortunate impact on Small Steps. There were also some notable individual donations, and members of the Small Steps Community have done themselves proud by walking up and down stairs for sponsorship, riding the South Downs Way, running the London Marathon (around an airfield), shaving their head, Spinning us a Yarn, and completing Captain Tom's challenge – to name but a few. These are the people – the incredible supporters - who not only help us to provide Small Steps as a free service, but this year who have helped Small Steps to survive! As last year, we hope that circumstances ahead will enable more of them to get back to their much-appreciated endeavours. We are so grateful to all who have made donations – including those parents and individuals who have been able to make regular donations online and/or tell their friends and employers about the charity too - this support is so vital to us.

Financial review

As described above, not only did Small Steps receive planning approval to refurbish the LGF, but the charity also received a very generous donation to cover the costs. This is another exciting evolution for Small Steps, one that allows the charity to continue to develop. The restricted funds to enable these works are included within the total income for the year of £996,949 (2020: £3,379,520). Both the current and prior year total income appear high due to significant restricted donations in respect of property. Unrestricted income of £323,293 (2020: £401,413) has fallen by £78,120 (19%) compared with the prior year.

It is the unrestricted funding from voluntary donations where the charity is under increased pressure following the pandemic. The charity has increased the proportion of donations received via new online platforms but has suffered from a large drop in funds raised from sporting challenges and entertainment and community events. The charity took proactive steps to minimise spending during the year, including reducing hours worked by staff.

The charity received £88,000 from the government job retention scheme (furlough grant), without which the charity would have incurred a significant net expenditure this year, as illustrated by the table below:

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

	2021 £'000	2020 £'000	2019 £'000	2018 £'0000	2017 £'000
Unrestricted income, excluding furlough grants	235	389	305	430	282
Unrestricted expenditure	(321)	(474)	(322)	(279)	(375)
Unrestricted income / (expenditure) before impact of furlough grant	(86)	(85)	(17)	51	(93)
Furlough grants	88	12	-	-	-
Net unrestricted income / (expenditure)	2	(73)	(17)	51	(93)
Unrestricted reserves brought forward	256	329	346	295	388
General fund - Unrestricted reserves	258	256	329	346	295
Restricted reserves					
Donated property	2,707	2,739	-	-	-
Property costs	674	139	-	-	-
Other running costs	4	5	19	41	8
Total reserves	3,643	3,139	348	387	303
Unrestricted expenditure	321	474	322	279	375
General fund as percentage of above:	80%	54%	102%	124%	79%
Employment costs	336	349	279	307	292
General fund as percentage of above:	77%	73%	118%	113%	101%

There remain significant short-term challenges as the government furlough scheme has ended and charitable fundraising is still well below prior year levels as we enter Autumn 2021.

Small Steps has total reserves of £3,462,716 (2020: £3,139,535) carried forward, but the majority of this is represented by the property, the LGF grant and the property maintenance grant and is therefore not available to meet ongoing funding requirements.

Small Steps' unrestricted funds – our general reserve to cover all operating expenses other than property - are low when compared with our running costs. At the year-end unrestricted reserves of £257,759 (2020: £255,811) represent just 77% of the annual staff costs (2020: 73%). This is a slight improvement on the prior year, but still significantly below pre-pandemic levels.

Other than the property grants, the charity has no secure funding stream and remains entirely reliant on voluntary donations.

Risk Management

Increased Board activity continued this year, due to COVID-19 and the progression of LGF developments - both of which necessitated regular oversight. Ordinarily the 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. It has established good governance practice, that includes effective sub-committees such as Finance, Fundraising, Personnel, Premises and Effective Provision that all meet two weeks before the full Board. The Covid-Working Group consisting of Senior Staff along with Trustee representation met frequently throughout the period.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MAY 2021**

Historically, the Trustees have always identified three main risks faced by the charity:

- Funding – obtaining sufficient income to provide for the needs of the charity;
- Personnel – recruiting and retaining sufficient levels of skilled staff; and
- Premises – securing a permanent home.

The Trustees have always been proactive in their response to these risks, having established policies and procedures that are designed to provide reasonable, but not absolute, assurance against these and other risks. The charity now has its own permanent home, so premises are no longer a risk, though the running of a building presents its own challenges.

On Personnel, the established links with NICE (National Institute of Conductive Education)/ CEUK (Conductive Education UK) Consortium are strong – though the profession of conductor is not well known and numbers enrolling on the BA Hons course in Birmingham are dwindling. Recruitment from Peto in Hungary is also more challenging post-Brexit, so opportunities to employ the right skilled staff are more difficult. Whilst Small Steps remains a recognised CE learning centre for placement students, with a qualified CE Mentor on the staff, NICE have developed a new route to qualify as a conductor that could see the charity employing individuals to train on site. The need to develop career progression is also a recognised challenge, as is succession planning for key Small Steps personnel.

Funding now remains the greatest risk. The charity has never had an 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 to meet its commitments to the children, parents and its staff. The annual aim of the charity is to have sufficient cash reserves to enable the charity's operation to run until at least the end of the next school year (July 2022). The growth of the charity and the impact of COVID-19 has put this further into context, with reserves now reduced to 6 months – our policy being 12 months.

Future Developments

The ongoing vision of the charity is to maintain its core focus activity; that of delivering structured sessional groups for young disabled children and their parents in a positive and supportive environment with a can-do attitude.

In the coming year then, Small Steps will seek to do the following:

- Get staff back off furlough;
- Complete the Lower Ground Floor works and unify the building across all three floors;
- Re-establish face to face working practice over all three floors – mindful of social distancing requirements and risk assessments;
- Re-establish leader/supporter partnerships in sessions;
- Consider online option delivery;
- Re-establish the core ethos of Small Steps (putting families first!);
- Create new roles and appoint staff to them: Fundraising and Events Manager, Digital Marketing Assistant, Premises/Maintenance Manager;
- Recruit additional practitioners;
- Accommodate all families waiting for a place at Small Steps – ideally offering something within a 6-week period;
- Retain links with the National Institute of Conductive Education (NICE) in Birmingham, the Consortium and Conductive Education UK (CEUK);
- Secure sufficient funds – utilising the traditional strategy that builds on the relationship between families and Small Steps; people liking what they get and wanting to give back – based on human interaction and them being IN the building;
- Continue to establish the charity within its Richmond community; and
- Confirm a shared five-year vision for Small Steps.

Structure, governance and management

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

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

The Trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signing the accounts were:

A Samuelson	
T Theobalds	
J Brotherstone MBE	
G Ross-Sampson	
M Kelly	
T Halfhide	
A Tufano	
R Sarson	
G Luxmoore	(Deceased 17 September 2020)
D Challinor	(Appointed 28 January 2021)
E Chadd	(Appointed 20 May 2021)

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

In addition to their responsibilities as directors, Tim Theobalds, Joanna Brotherstone MBE and Greg Ross-Sampson are Members of the Company. Anita Coppola MBE is also a member. All 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 MBE, Head of Small Steps.

The Board of Trustees governs Small Steps. Four of the Board are parents of Small Steps children, including newly appointed Becca Sarson, so the number of parent users on the Board remains at four (as last year).

In addition to the Trustees and staff, Small Steps is very fortunate to benefit from the hard work of many volunteers who support the charity and its activities. Too numerous to mention, Small Steps would not be the place that it is without them.

Related Parties

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.

Fundraising statement

The charity is registered with the Fundraising Regulator and is compliant with the Code of Fundraising Practice and the Fundraising Promise. There have been no instances of non-compliance to date.

The charity does not engage the services of any professional fund-raisers or commercial participators for its fundraising activities.

The charity's fundraising activities are listed above under Activities and Performance. The charity does not engage in fundraising behaviour proscribed by the Charities Act 2011, section 162A, subsection (2), as amended by the Charities (Protection and Social Investment) Act 2016, namely such activities that are: (a) an unreasonable intrusion on a person's privacy; (b) unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity; or (c) place undue pressure on a person to give money or other property.

No complaints were received in relation to the charity's fundraising activities.

SMALL STEPS SFP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

Statement of Trustees' responsibilities

The Trustees, who are also the directors of Small Steps SFP for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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 charity will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Due to the value of the funds gifted to refurbish the LGF of the building, the charity is not eligible for audit exemption. As last year, Citroen Wells was therefore appointed as auditor to the charity during the period under review.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

The Trustees' report was approved by the Board of Trustees.

Andrea Samuelson

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A Samuelson

Trustee 26/10/2021

Dated:

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF SMALL STEPS SFP

Opinion

We have audited the financial statements of Small Steps SFP (the 'charity') for the year ended 31 May 2021 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 May 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect irregularities, including fraud. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and management.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant are those that relate to the reporting framework (FRS 102 as applied in the Charities SORP, the Companies Act 2006 and the Charities Act 2011) and the relevant legislation in the United Kingdom including employment, environmental and health and safety regulations.
- We understood how the charity is complying with those frameworks by making enquiries of management and seeking representations from those charged with governance. We corroborated our understanding by reviewing supporting documentation including board meeting minutes and policy and procedures manuals.

SMALL STEPS SFP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF SMALL STEPS SFP

- We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur by considering the risk of management override of internal control. We performed journal entry testing by specific risk criteria, with a focus on journals indicating large or unusual transactions based on our understanding of the business. We tested completeness of income through substantive tests performed, analytical review procedures and cut off tests on the revenue recognised.
- Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Our procedures involved enquiries of management and those charged with governance, review of legal and professional expenses and review of Trustee meeting minutes.
- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Citroen Wells

26/10/2021

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**Chartered Accountants
Statutory Auditor**

Devonshire House
1 Devonshire Street
London
W1W 5DR

Citroen Wells is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

SMALL STEPS SFP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MAY 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
<u>Income from:</u>							
Donations and legacies	2	316,280	673,656	989,936	372,590	2,978,107	3,350,697
Fundraising events		5,992	-	5,992	25,784	-	25,784
Investments - bank interest		1,021	-	1,021	3,039	-	3,039
Total income		323,293	673,656	996,949	401,413	2,978,107	3,379,520
<u>Expenditure on:</u>							
Raising funds	3	37,168	-	37,168	105,885	-	105,885
Charitable activities	4	284,177	172,423	456,600	368,600	113,054	481,654
Total expenditure		321,345	172,423	493,768	474,485	113,054	587,539
Net income for the year/ Net movement in funds		1,948	501,233	503,181	(73,072)	2,865,053	2,791,981
Fund balances at 1 June 2020		255,811	2,883,724	3,139,535	328,883	18,671	347,554
Fund balances at 31 May 2021		257,759	3,384,957	3,642,716	255,811	2,883,724	3,139,535

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

SMALL STEPS SFP**STATEMENT OF FINANCIAL POSITION****AS AT 31 MAY 2021**

	Notes	2021 £	£	2020 £	£
Fixed assets					
Property, plant and equipment	8	2,706,667		2,739,167	
Current assets					
Current debtors	9	31,273		27,082	
Investments	10	-		84,371	
Cash at bank and in hand		916,703		310,293	
		947,976		421,746	
Current liabilities	11	(11,927)		(21,378)	
Net current assets		936,049		400,368	
Total assets less current liabilities		3,642,716		3,139,535	
Income funds					
Restricted funds	13	3,384,957		2,883,724	
Unrestricted funds		257,759		255,811	
		3,642,716		3,139,535	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 May 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

26/10/2021

The financial statements were approved by the Trustees on

Andres Samuelson

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A Samuelson

Trustee

Company Registration No. 08353635

SMALL STEPS SFP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MAY 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	16		521,018		27,348
Investing activities					
Proceeds on disposal of investments		84,371		71,191	
Interest received		1,021		3,039	
Net cash generated from investing activities			85,392		74,230
Net increase in cash and cash equivalents			606,410		101,578
Cash and cash equivalents at beginning of year			310,293		208,715
Cash and cash equivalents at end of year			916,703		310,293

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

Charity information

Small Steps SFP is a private company limited by guarantee incorporated in England and Wales. The registered office is at 17-19 Worple Way, Richmond, TW10 6DG.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

As noted in more detail in the Trustees' Report, the unrestricted funds of the charity, which are used for day-to-day charitable activities, are in surplus this year due to receipts from the Government's Job Retention Scheme which ended in September 2021. The Charity's management are monitoring the situation to ensure that the charity can continue to meet its liabilities as they fall due. The Trustees are satisfied that the charity has sufficient unrestricted funds at the balance sheet date to sustain the expected levels of spending without any Government support seen in the last two years, for more than 12 months from the date of approval of the accounts. As a result, the accounts have been prepared on the going concern basis.

1.3 Charitable funds

Unrestricted funds are available to use to further any purpose of the charitable undertaking.

Restricted funds are donated for particular areas of the charity work or to cover particular expenses.

1.4 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 measured at the fair value of the good or services received and is classified under the following headings:

Donations and gifts

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 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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

Donated facilities and services

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.

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.

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

Grants

Income from non-government 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.

Coronavirus Job Retention Scheme

The Coronavirus Job Retention Scheme (CJRS) results in cash payments from the Government to compensate employers for part of the wages, associated national insurance contributions (NICs) and employer pension contributions of employees who have been placed on furlough (i.e. placed on temporary leave of absence from working for the employer).

The CJRS grant is recognised under the performance method, and is recognised as income on a systematic basis over the periods in which the charity recognises the related costs for which the grant is intended to compensate. As such the income from the grant is recognised on a straight line basis over the furlough period for each relevant employee.

Fundraising events

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.

1.5 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.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

Expenditure on charitable activities

Expenditure on charitable activities includes the direct and support costs of delivering the charity'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.

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.

1.6 Property, plant and equipment

Purchased tangible fixed assets are initially recorded at cost and donated tangible assets are recorded at fair value. All tangible fixed assets apart from freehold land are depreciated over their estimated economic life. Individual fixed assets costing less than £1,500 are written off in the year of purchase.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land	Not depreciated
Freehold buildings	50 years straight line
Fixtures and fittings	20 years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of non-current assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

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

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Financial assets with fixed or determinable payments and fixed maturity dates that the charity has the positive intent and ability to hold to maturity are classified as held to maturity investments. Held to maturity investments are measured at amortised cost using the effective interest method less any impairment, with revenue recognised on an effective yield basis.

Basic financial liabilities

Basic financial liabilities, including trade and other payables are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 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 year.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

1 Accounting policies (Continued)

1.12 Retirement benefits

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

2 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2021	Total 2020
	£	£	£	£
Donations and gifts	232,938	5,000	237,938	209,960
Grants	10,000	668,656	678,656	225,101
Donated facilities and services	73,342	-	73,342	2,915,636
	<u>316,280</u>	<u>673,656</u>	<u>989,936</u>	<u>3,350,697</u>
For the year ended 31 May 2020	<u>372,590</u>	<u>2,978,107</u>		<u>3,350,697</u>

Donated facilities and services

Donated services in the current and prior years include legal services. The charity is grateful 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. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

3 Raising funds

	2021 £	2020 £
Fundraising and publicity		
Costs of generating donations and grants	2,431	66,879
Costs of organising fund-raising events	232	3,884
Staff costs	34,505	35,122
	<u>37,168</u>	<u>105,885</u>

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

4 Charitable activities

	2021 £	2020 £
Staff costs	266,166	277,541
Depreciation and impairment	32,500	10,833
Premises costs	28,755	45,171
Other direct charitable expenditure	4,151	9,771
	<u>331,572</u>	<u>343,316</u>
Support costs (see note 5)	98,570	119,573
Governance costs (see note 5)	26,458	18,765
	<u>456,600</u>	<u>481,654</u>
Analysis by fund		
Unrestricted funds	284,177	368,600
Restricted funds	172,423	113,054
	<u>456,600</u>	<u>481,654</u>

5 Support & governance costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	30,340	5,055	35,395	30,630	5,353	35,983
Office and other administration costs	9,520	15,103	24,623	26,825	6,212	33,037
Legal and professional fees	58,710	-	58,710	62,118	-	62,118
Audit fees	-	6,300	6,300	-	7,200	7,200
	<u>98,570</u>	<u>26,458</u>	<u>125,028</u>	<u>119,573</u>	<u>18,765</u>	<u>138,338</u>

All support and governance costs have been allocated to the charity's sole charitable activity.

6 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

7 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Full time	8	8
Part time	2	3
Total	10	11

Employment costs	2021 £	2020 £
Wages and salaries	298,131	309,172
Social security costs	24,655	26,129
Other pension costs	13,280	13,345
	336,066	348,646

The average monthly full-time equivalent employees during the year was 9 (2020: 9)

The number of employees whose annual remuneration was £60,000 or more were:

	2021 Number	2020 Number
£60,000 - £69,999	1	-
£70,000 - £79,999	-	1

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

8 Property, plant and equipment

	Freehold land & buildings £	Fixtures and fittings £	Total £
Cost			
At 1 June 2020	2,500,000	253,661	2,753,661
At 31 May 2021	2,500,000	253,661	2,753,661
Depreciation			
At 1 June 2020	6,667	7,827	14,494
Depreciation charged in the year	20,000	12,500	32,500
At 31 May 2021	26,667	20,327	46,994
Carrying amount			
At 31 May 2021	2,473,333	233,334	2,706,667
At 31 May 2020	2,493,333	245,834	2,739,167

9 Current debtors

	2021 £	2020 £
Other receivables	17,331	14,151
Prepayments and accrued income	13,942	12,931
	31,273	27,082

10 Current asset investments

	2021 £	2020 £
Cash equivalents on deposit	-	84,371

11 Current liabilities

	2021 £	2020 £
Other taxation and social security	4,494	3,936
Accruals and deferred income	7,433	17,442
	11,927	21,378

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

12 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to income and expenditure in respect of defined contribution schemes was £13,280 (2020 - £13,345).

13 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 June 2019	Incoming resources	Resources expended	Balance at 1 June 2020	Incoming resources	Resources expended	Balance at 31 May 2021
	£	£	£	£	£	£	£
Staff costs	-	38,397	(38,397)	-	91,256	(91,256)	-
Provision of classes	18,671	38,384	(51,812)	5,243	18,500	(19,588)	4,155
Resources and equipment	-	1,326	(1,302)	24	300	(324)	-
Premises costs	-	150,000	(10,710)	139,290	563,600	(28,755)	674,135
Donated asset	-	2,750,000	(10,833)	2,739,167	-	(32,500)	2,706,667
	<u>18,671</u>	<u>2,978,107</u>	<u>(113,054)</u>	<u>2,883,724</u>	<u>673,656</u>	<u>(172,423)</u>	<u>3,384,957</u>

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 maintenance and renovation of the premises in which the charity undertakes its main activities.

Donated asset

These funds comprise the value of the property donated to the charity.

SMALL STEPS SFP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MAY 2021

14 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 May 2021 are represented by:			
Property, plant and equipment	-	2,706,667	2,706,667
Net current assets	257,757	678,292	936,049
	<u>257,757</u>	<u>3,384,959</u>	<u>3,642,716</u>

15 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	<u>65,668</u>	<u>70,962</u>

Unrestricted donations of £2,120 (2020: £1,960) were made by related parties to the charity during the year.

16 Cash generated from operations

	2021 £	2020 £
Surplus for the year	503,181	2,791,981
Adjustments for:		
Investment income recognised in statement of financial activities	(1,021)	(3,039)
Donated freehold property	-	(2,750,000)
Depreciation and impairment of property, plant and equipment	32,500	10,833
Movements in working capital:		
(Increase) in debtors	(4,191)	(12,527)
(Decrease) in payables	(9,451)	(9,900)
Cash generated from operations	<u>521,018</u>	<u>27,348</u>

17 Analysis of changes in net funds

The charity had no debt during the year.