

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

CONTENTS

	Page
Trustees' report	1 - 5
Statement of Trustees' responsibilities	6
Independent auditor's report	7 - 9
Statement of financial activities	10
Statement of financial position	11
Statement of cash flows	12
Notes to the financial statements	13 - 24

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

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**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

Andrea 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
	<hr/>	<hr/>
Total	12	12
	<hr/>	<hr/>

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
	<hr/>	<hr/>
	386,358	349,451
	<hr/>	<hr/>

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
	<hr/>	<hr/>

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	Balance at 31 May 2024
	£	£	£	£	£	£	£	£	£
Staff costs	-	-	-	-	-	10,000	(6,875)	-	3,125
Provision of classes	-	10,000	(10,000)	-	-	25,000	(20,000)	-	5,000
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)	137,047
Donated asset	3,307,400	-	(51,824)	97,596	3,353,172	-	(52,635)	-	3,300,537
	<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.