



TRUSTEE REPORT AND ACCOUNTS FOR YEAR ENDED 31ST MAY 2010

REGISTERED CHARITY NO. 1089161

Small Steps, School for Parents, Greenmead

Trustees' Annual Report for the year ended 31st May 2010

- Charity Name:** Small Steps, School for Parents, Greenmead
- Charity Number:** 1089161
- Financial Year:** 01/06/09 to 31/05/10
- Principal Address:** c/o Greenmead School, St Margaret's Crescent,
Putney, London, SW15 6HL
- Description:** Constitution adopted on 10/07/02 & amended on
08/07/03
- Object:** "The relief of need and advancement of education of children who have cerebral palsy or other motor and sensory impairments, and their families, through the provision of classes, activities and advice in a supportive environment".
- Public Benefit:** The Trustees have complied with the duty in Section 4 of the Charities Act 2006 and have due regard to public benefit guidance published by the Charities Commission.
- Trustees:** Sally Wilson - Chair
Andrea Samuelson - Secretary
Sue Burke - Treasurer
Mike Fitzpatrick*
Rachel Pain*
Konika Newmark*
Heather Mathew
Joanna Brotherstone
Penny Morley
- *In addition to their responsibilities as Trustees, Mike Fitzpatrick, Konika Newmark and Rachel Pain also act as parent representatives.
- Susana CaoMiranda also attends Meetings in a parent representative capacity. She is not a Trustee.
- Appointment:** Trustees were elected formally (i.e. proposed and seconded) at the Annual General Meeting (10/07/09) by all present, with further provision of approval data from email correspondence to all members (families). See AGM minutes for details (Party cancelled at short notice due to swine flu).

Activities

A Management Committee of nine trustees (there is one vacancy), governs Small Steps SfP. This includes three parent representatives. A further parent representative, who is not a Trustee, also attends meetings. In January 2010 the Committee determined to meet more frequently, at least twice each academic term, to discuss service delivery, review financial performance against budget and determine the strategic direction of the charity. The Committee delegates the day-to-day management of Small Steps to Anita Coppola, Head of Service.

Children are invited to a weekly 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 each session through repetition. We began the year with 55 children on roll (there were 59 in 2009) and ended the year with 61 children on roll (59 in 2009). This number includes 4 'Tiny Steppers'. Numbers fell to as low as 44 in September 2009 when the Service returned in its entirety to the Greenmead site.

The Small Steps staff infrastructure during this financial year has consisted of 4 full-time professional practitioners and 3 part-time personnel, including 1 further professional practitioner. The full-time staff team includes a teacher, a physiotherapist, and 2 conductor-teachers with Qualified Teacher Status (QTS). Part-time personnel include an administrator, a finance/personnel officer and a further physiotherapist.

The professional team plans and delivers each session, following a logical sequence of activities designed to allow the children to work on all areas of their development; physical, emotional, social, cognitive and communicative, using the principles of conductive education and following early years curriculum guidelines.

The administrator and the finance/personnel officer support the professional team, both working three days per week.

All staff members participate in the Performance Management process. Peer observation amongst the professional staff was also introduced during this year.

In September 2009, Small Steps left Toland Square and returned to the refurbished site at Greenmead. Consisting of just one classroom, along with a small office, foyer/observation area and toilet, this necessitated a reduction in the number of groups delivered each week, from eleven in January 2009 down to nine in September (there were 9 in 06/07 and 10 in 07/08). This new set up also means Small Steps is now unable to run concurrent groups.

Children attending Small Steps have ranged from 6 months to 4 years of age. They live predominantly in South-West London though there is a catchment area now extending over 15 boroughs (up from 14 in 08/09).

All sessions operate for 2 to 3 hours on a group basis and include a maximum of 5 children. Reserves are now allocated to some groups too, so that spaces are capitalised on, if it is known in advance that a child will be absent.

Achievements and Future Developments

Small Steps returned to the Greenmead site in its entirety in September 2009. This was in recognition of the financial position of the charity and a desire to reduce running costs. It also enabled the issues raised by operating over a split site to be addressed and demonstrated to the local authority our appreciation of their investment.

As reported last year however, the provision is insufficient to accommodate any expanded Small Steps service. A feasibility study to look at the possibility of building an extension on the site was initiated and negotiations with the local authority continue.

The new developments introduced last year, namely the Big Steps transition group and the Tiny Steps introductory group, continued during this year. Peter Gossage, Education Consultant, returned to Small Steps in February 2010 to review progress and in April, following a team review, it was decided to offer two slightly shorter groups on a Friday in order to meet increasing demand.

A major development this year has been the initiation of the PQASSO (Practical Quality Assurance System for Small Organisations) Working Group, including representation from the staff team, volunteers, parents and Trustees. PQASSO

is a tool for self-review across every aspect of the Service, with the intention to gain external validation and a quality assurance mark from the Charities Commission.

A number of Policies and Procedures have been subject to review and updated.

Outreach activity has continued though with more focus on raising the profile of Small Steps and the nature of its 'Disability Awareness' work, rather than specific visits with individual children.

In August 2009 Small Steps once again ran a Summer School for current children. The option to offer an extended provision for ex-Small Steppers was not realised, since the move back to Greenmead was already in progress.

Small Steps ran 2 Parent Workshops in the year. The first, 'Coping Strategies', was presented by an Educational Psychologist and parent of a child with special needs. The second, on 'Disability Awareness', included an open-forum on Small Steps news. These evenings are always very well received as they give an opportunity to socialise as well as to inform. Some parents also completed a 'Basic Makaton' signing course in July 2009 and a 'First Aid for Babies and Children' course in December 2009, alongside the staff team.

Additional staff training during the year included 'Management of Gastrostomies & Tracheotomies', a half-day inset presented to the professional staff team by a clinical nurse specialist. Team Leader Eszter Boross participated in 'Leading from the Middle' (LftM), coached by the Head of Service. Eszter is due to complete this in July 2010. Three of the team attended a two-day training in 'Early Support', the government initiative enhancing the key-worker system. The Assistant Head of Service attended a two-day 'Introduction to PQASSO' in order to take a lead in its initiation. The Child and Adolescent Mental Health Learning Disability Service (CAMHS) continue to lead a meeting each term providing support and strategies for the staff team. The professional staff team once again attended the annual CEPEG (Conductive Education Professional Education Group) Conference in March 2010. Visits to Norwich School for Parents and Rutland House School in Nottingham also took place.

Other developments of note would include the launch of the new website, in December, which was very well received and the launch of the E-Newsletter which has a distribution list in the region of 400 recipients. All Small steps 'alumni' were contacted twice during the year in a survey of subsequent schooling and in a distribution of the 'Small Change for Small Steps' collecting boxes.

Fundraising Activities

We greatly appreciate all those individuals and organisations that have helped raise vital funds during the year and enabled Small Steps to continue its important work in the community.

Notable grants include:

- £10,000 from the Mercer Charitable Trust to fund 1 term of sessions
- £18,264 from the Goldman Sachs Gives (Ferrari Family Fund) towards a physiotherapy salary, in addition to the £9469 carried over from last year, to equip the new Greenmead location
- £5000 from the Cheyne Charitable Trust to support the work of Small Steps
- £2750 from Richmond Early Years, in recognition of the support given to families resident in that borough
- £1600 from Tesco to fund Summer School
- £1786 from the Co-Operative Community Fund towards a physiotherapist's salary
- £5,052 carried over from St. James' Place Foundation, again to fund physiotherapy
- £1500 from Putney Crèche, towards a conductor-teacher salary
- Smaller grants came from the Pest House Fund and the Miles Trust as well as three different branches of Waitrose
- The Children & Young People's Plan (Wandsworth Early Years) approved a grant of £4,999 for a period straddling 2009/10 and 2010/11
- The Parenting Support Strategy Fund (Children's Services) approved a grant of £9,052 towards the costs of running the Monday morning session for a period straddling 2009/10 and 2010/11

In addition, the BBC Children In Need appeal have confirmed a three-year award to fund a conductor-teacher salary from the Summer 2010, which will be recognised in the 2010/11 accounts.

There have once again been a number of initiatives led by parents, volunteers and friends which have also proved successful in 2009/10.

- The London Triathlon 2009. A team of 14 including staff, parents & friends swam, ran and cycled for Small Steps, raising in excess of £14,000. They 'enjoyed' it so much a number of them are repeating the experience in 2010!
- Dance Charity Gala. Susana CaoMiranda and her sister Begona, Principal Dancer with the English National Ballet, arranged a wonderful, intimate evening of dance at The Bloomsbury Theatre in September 2009.
- Quiz Night. Heather Mathew as quiz-master ensured a challenging evening for trustees, staff, parents and friends in October.
- A swimming gala at Esporta Riverside in Chiswick.
- The Christmas Cards, Raffle, Northbrook (gift wrap) & Christmas Puddings all were successful sales. As were the tea-towels.
- The Christmas bazaar hosted at Small Steps on a rainy evening in November.
- A fashion show organised by Catrin Stothers and hosted by the Shoe Station in Kew.
- Jo Coker, soprano, organised a recital evening 'On Wings of Song' at All Saints Church Putney in November 2009. This was very well received.
- The Putney Magpies, an Aussie Rules football team, held a 1 day golf tournament.
- Year 7 students at Coloma School ran a fun-run dressed in pink.
- Brandlehow School in Putney ran a three-legged race (in orange) and Year 6 also participated in Small Steps' sessions. Ellie Loughnan, the Deputy-Head-Teacher completed the Berlin half-marathon.
- Putney Park School raised funds at its summer fair.
- The St. Anselm's Ladies Group and the 'Little Angels' playgroup made donations.
- Grant Davidson (Amber's dad) completed the London Marathon in April 2010 and Mark Allen (April's dad) completed the Reading half-marathon.
- Anita was nominated by parents and staff for the 'Clarins Dynamisante Woman of the Year Award'. Not the overall winner, she was one of 7 finalists, with Clarins donating £1000 in recognition of the valuable work she does.
- The Arab Boy pub in Putney continues to run a quiz night in support of Small Steps every Thursday evening and collecting boxes both there and in Carol's Place Café in East Sheen generated several hundred pounds during the year.
- For the 4th year in succession, Small Steps hosted a stall at the Richmond Fair, successfully selling cakes, drinks and networking with the community
- Thanks once again go to Paul Mott, ex-Small Steps parent and Managing Director of MTT who completed the Thames 260 in June 2009 and the Marathon des Sables in March 2010 along with Stephen & Colin aka The Sandblasters (www.sandblasters.org.uk / www.justgiving.com/sandblasters).
- Charlotte Grobien (www.give-it-away.co.uk) also continues to be a good friend.

Although we provide a free service, several parents make regular donations and/or tell their friends about Small Steps. To this end thanks go again to Goldman Sachs Gives (Ferrari Family Fund), the Charlton (Alexandra) Family, the Davis (Gabey) Family and the Miall (Ethan) Family. Also to all who continue to support the Service through regular standing orders, including parents, staff family members, friends and parents of children who used to attend sessions.

Small Steps SFP is reliant upon charitable grants, fundraising and donations. Ongoing fundraising is essential to both sustain and expand the provision for the community of physically, profoundly and multiply disabled children and it is through fundraising by volunteers that a substantial proportion of annual income is generated.

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

The current economic climate ensures that the charity is working harder to raise funds and is being more efficient with those funds raised. The funding situation is always a risk. It is regularly reviewed by Management and Trustees and cost structures can be adjusted if felt necessary.

Looking ahead to 2010/11, the fourteenth year of the Service, it is noted that the Mulsanne Partnership (www.mulsannepartnership.com) has selected Small Steps as ITS charity of the year, as has Tanfield Chambers (www.tanfieldchambers.co.uk) and Virgin Management (Brook Green, London).

Volunteers

We remain indebted to volunteers, including Lindsay who maintains our Payroll function and Rhod who maintains our IT. Also to Lisa Thefaut, Kirsten Botting and Karen Mott who assist in one session each week.

Related Parties

Small Steps SfP retains its links with Greenmead, a special school in Putney for children with physical disabilities (PD) and profound and multiple learning disabilities (PMLD).



Small Steps, School for Parents
Greenmead School
St Margaret's Crescent
London SW15 6HL
020 8704 5935
www.smallstepssfp.org.uk
info@smallstepssfp.org.uk

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD
STATEMENT OF FINANCIAL ACTIVITIES
For the year ended 31 May 2010

	2010 Unrestricted Funds £	2010 Restricted Funds £	2010 Total £	2009 Total £
Incoming Resources				
Donations and Grants (including tax refunds)	98,644	46,896	145,540	102,837
Fundraising events	24,979	-	24,979	85,309
Sundry sales	855	-	855	40
Outreach	290	-	290	3,965
Bank deposit interest	1,821	-	1,821	13,895
HMRC Incentive payments	-	-	-	150
Total Incoming Resources	<u>126,589</u>	<u>46,896</u>	<u>173,485</u>	<u>206,196</u>
Less cost of generating funds	(9,966)	-	(9,966)	(9,367)
Net incoming resources available for charitable application	<u>116,623</u> =====	<u>46,896</u> =====	<u>163,519</u> =====	<u>196,829</u> =====
Charitable expenditure				
Costs of activities in furtherance of the charity's objects				
Salaries and other staff costs	180,470	45,370	225,840	196,494
Equipment and resources	566	1,770	2,336	10,124
Office equipment	-	-	-	2,203
Printing, post and stationery	-	1,969	1,969	1,661
Telephone	460	380	840	1,439
Training and conferences	1,494	495	1,989	1,658
Insurance	-	2,551	2,551	2,461
Sundry	139	116	255	361
	<u>183,129</u>	<u>52,651</u>	<u>235,780</u>	<u>216,401</u>
Premises expenses				
Refurbishment and removal	-	648	648	-
Rent	800	-	800	5,200
Heat, light and water	2,284	-	2,284	3,159
Alarm	-	-	-	319
Cleaning	-	-	-	1,782
Office supplies	-	785	785	1,966
Professional fees	-	1,500	1,500	-
	<u>3,084</u>	<u>2,933</u>	<u>6,017</u>	<u>12,426</u>
Total resources expended	<u>186,213</u>	<u>55,584</u>	<u>241,797</u>	<u>228,827</u>
Net (Outgoing) Resources for year	(69,590)	(8,688)	(78,278)	(31,998)
Balance Brought Forward	238,030	16,021	254,051	286,049
Balance Carried Forward	<u>168,440</u> =====	<u>7,333</u> =====	<u>175,773</u> =====	<u>254,051</u> =====

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

BALANCE SHEET
At 31 May 2010

	2010 £	2010 £	2009 £
Current Assets			
Debtors and prepayments	24,375		2,787
Bank Accounts	165,600		264,591
Cash in hand	41		30
	<hr/>		<hr/>
	190,016		267,408
Less: Creditors due within one year	(14,243)		(13,357)
	<hr/>		<hr/>
NET CURRENT ASSETS		£175,773	£254,051
		=====	=====

Represented by:

Unrestricted Funds - designated	168,440		238,030
Restricted Funds	7,333		16,021
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		£175,773	£254,051
		=====	=====

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Sally E Wilson

Date: 7th July 2010

For and on behalf of the trustees

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

NOTES TO THE ACCOUNTS For the year ended 31 May 2010

1) Accounting policies

These accounts have been prepared in accordance with Financial Reporting Standards for Smaller Entities and the Charities SORP.

Depreciation policy: Capital items are written off in the year of purchase.

Trustees

No remuneration was paid to or expenses reimbursed to any of the trustees or people connected to them. Nor were any transactions made with trustees or connected persons.

Employees' Remuneration

The charity currently employs four full time and three part time staff.

2) Reserves Policy

As the charity has no ongoing funding stream, being reliant on ad hoc grants, donations and fund raising, the key focus of the trustees is to have adequate funding to safeguard its mainstream daily activities. The charity has commitments both to the children, parents and its staff and it aims to have sufficient reserves to keep it running until the end of the next school year. In addition it hopes to have some excess funds to finance development. The trustees are aware of the constant need to secure funding for future years.

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

**NOTES TO THE ACCOUNTS
For the year ended 31 May 2010**

3) Restricted Funds

	Brought Forward £	Receipts £	Payments £	Carried Forward £
<u>Conductor's salary</u>				
Putney Creche	1,500	-	(1,500)	-
<u>Equipment/New Location</u>				
Goldman Sachs Gives (Ferrari Family Fund)	9,469	-	(9,469)	-
<u>Physiotherapist's Salary</u>				
St. James's Place Foundation	5,052	-	(5,052)	-
Goldman Sachs Gives (Ferrari Family Fund)	-	18,264	(18,264)	-
The Co-operative Group Community Fund	-	1,786	(1,786)	-
<u>Session funding</u>				
Wandsworth Council - Early Years Section	-	4,999	(833)	4,166
Mercers' Charitable Foundation	-	10,000	(10,000)	-
Tesco Charity Trust- Summer School	-	1,600	(1,600)	-
Wandsworth Council - Children's Services Department	-	9,502	(6,335)	3,167
<u>Children's party and Christmas gifts</u>				
Pest House Fund	-	250	(250)	-
<u>Training</u>				
The Miles Trust	-	495	(495)	-
	-----	-----	-----	-----
	16,021	46,896	(55,584)	7,333
	=====	=====	=====	=====

4) Designated Funds

The trustees consider that the unrestricted funds will be needed to cover the running expenses for the coming year (projected as £210,000) and have designated them for this purpose.

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

NOTES TO THE ACCOUNTS
For the year ended 31 May 2010

5) Donations and Grants

In addition to the restricted funds received other grants and donations for the work of the school were as follows:

Sponsorship and donations via Justgiving.com	43,746
Borough of Richmond upon Thames	2,750
Cheyne Charitable Trust	5,000
	<hr/>
	51,496
	=====

6) Events

The following were not organized by the Small Steps staff or trustees but have raised considerable sums for the charity:

- The London Triathlon 2009 Small Steps team
- Dance Charity Gala at The Bloomsbury Theatre in September 2009

The monies raised by them are included in fundraising events and Justgiving.com donations.

The Sandblasters whose fund raising ventures are part of Justgiving.com donations are continuing their campaign with further sponsored activities.

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD

I report on the accounts of Small Steps- School for Parents, Greenmead for the year ended 31 May 2010 which are set out on the following pages.

Respective responsibilities of trustees and examiner

As the charity's trustees you are responsible for the preparation of the accounts. The charity's trustees consider that the an audit is not required for this year under Section 43(2) of the Charities Act 1993 (the 1993 act) and that an independent examination is needed.

It is my responsibility to:

- Examine the accounts under section 43 of the 1993 Act;
- To follow the procedures laid down in the general Directions given by the Charity Commission under section 43(7)(b) of the 1993 Act; and
- To state whether particular matters have come to my attention.

Basis of independent examiner's report

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

Independent examiner's statement

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

1. which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with Section 41 of the 1993 Act; and
 - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 1993 Acthave not been met; or
2. to which in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached,
3. which gives me reasonable cause to believe that in any material respect the accounting rules of Small Steps - School for Parents, Greenmead's constitution have not been met.



M Pennington
Chartered Accountant
10 Cotman Close
London SW15 6RG
7 July 2010

SMALL STEPS - SCHOOL FOR PARENTS, GREENMEAD
ACCOUNTS
FOR THE YEAR ENDED
31 MAY 2010