

**Charity Registration No. 1145669**

**Company Registration No. 07886294 (England and Wales)**

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT AND CONSOLIDATED ACCOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

***FOR THE YEAR ENDED 31 DECEMBER 2022***

<b>Trustees</b>	Perdita Fraser (Chair) Andrew Haldane (Vice-Chair) Edward Brunel-Cohen (Honorary Treasurer) Paul Coffey Sherry Coutu Catherine McClure Graham Keniston-Cooper Chris Linton Hiten Patel Catherine Paulson-Ellis Sandra Wallace
<b>Chief Executive</b>	Samuel Sims
<b>Charity number</b>	1145669
<b>Company number</b>	07886294
<b>Registered office &amp; principal address</b>	Unit 71 Sussex Innovation Centre Science Park Square Brighton BN1 9SB
<b>Auditors</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main bankers</b>	Virgin Money Virgin Money Store 170 North Street Brighton BN1 1EA

# **NATIONAL NUMERACY**

## **(LIMITED BY GUARANTEE)**

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# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

## ***FOR THE YEAR ENDED 31 DECEMBER 2022***

The trustees of National Numeracy are pleased to present their report together with the audited financial statements of the charitable company for the year 1 January 2022 to 31 December 2022. The trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the company and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic report and Director's Report) Regulations 2013 is not required.

### **Objectives and activities**

The objectives of the charity are to promote education for the public benefit in mathematics and numeracy. The policies and activities adopted in furtherance of these objects are set out below. The trustees have paid due regard to guidance on public benefit issued by the Charity Commission in deciding what activities the charity should undertake.

### **Performance and achievements**

#### **A message from our CEO and Chair of Trustees**

For National Numeracy, 2022 was a breakthrough year for impact. In May our award-winning campaign, National Numeracy Day, saw a five-fold increase in impact on 2021, inspiring almost half a million actions towards improving numeracy. It was a standout year for the campaign, and for numeracy in public discourse.

As part of National Numeracy Day we launched the first ever nationwide conversation about numeracy. The Big Number Natter set TV and radio shows alight, and inspired thousands to start their numeracy improvement journey. As 2023 dawned, the nation began by nattering about numbers again, this time thanks to Prime Minister Rishi Sunak's school maths announcement. While we await details, one thing is certain: love it or loathe it, everyone has something to say about maths!

Many of our beneficiaries say they hated maths at school and improving their numeracy later in life is often highly emotional. The benefits for their lives and livelihoods, and the positive impact on their self-confidence and self-esteem, can often be profound. From helping children with homework, landing a job or making the weekly budget go further, the ability to understand and work with numbers is transformative, for individuals, communities and society.

In our 10th Anniversary year, we broke the one million barrier for the first time, seeing 1,068,080 engagements with people in our work in 2022 – a 28% increase on the year before. It's a standout statistic and we are delighted that more people than ever are accessing our tools, campaigns and programmes.

But there is a sobering backdrop to the numbers. In 2022, the nation turned to its number skills to decipher rising costs and manage growing pressure on income. We saw a 29% increase in people using our National Numeracy Challenge specifically to get help with managing their money. From families navigating the cost-of-living crisis and businesses searching for skilled staff, to communities recovering from the pandemic, the advantages of being confident with numbers could not have been more compelling than in 2022.

# NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT

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We are enormously proud to have supported so many during such a challenging year, particularly those in disadvantaged communities where the need is greatest. This unprecedented level of impact was made possible by our pioneering supporters and partners. A heartfelt thank you to those organisations and individuals who have enabled our vital work.

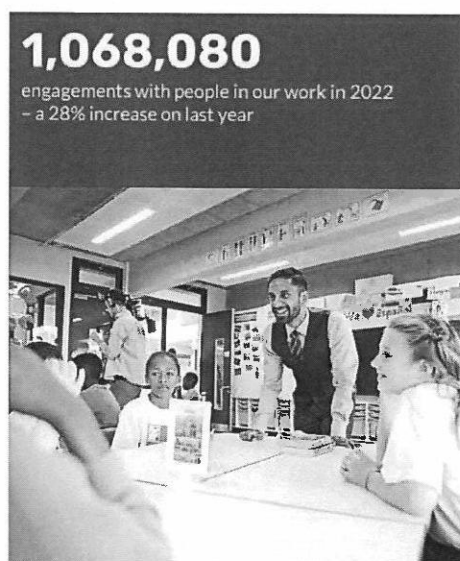
Sam Sims, CEO and Perdita Fraser, Trustee (Chair)

## Summary in numbers

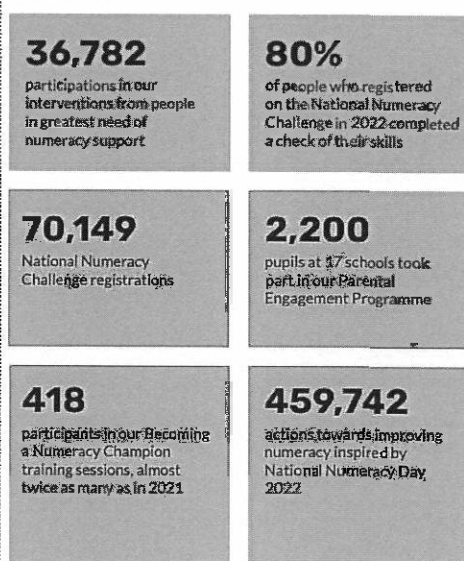
2022 was the second year of our refreshed strategy, focusing on supporting people in greatest need with low number confidence and numeracy skills. The table below gives an overview of some of the data we have collected to measure our impact across 2022. Please see [Our Impact in Focus 2022](#) for full details.

## Our impact in 2022

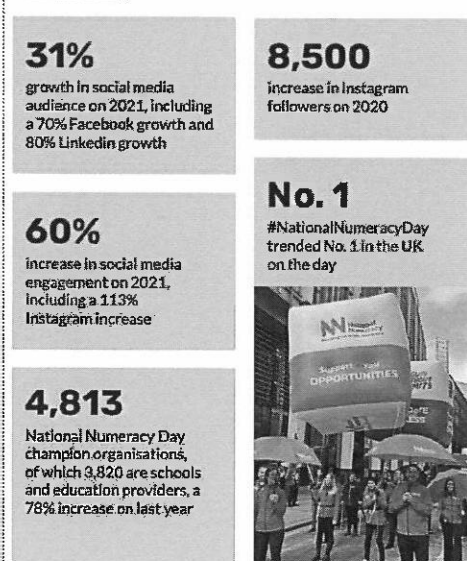
### Engaging



### Empowering



### Influencing



## Cost of living response

As we face the challenges posed by the climbing cost of living, having the confidence to work with numbers is vital. In 2022, we saw a huge increase in people coming to us for support with managing their money. As the crisis began to bite, we carried out new research to inform our response and support those struggling with low numeracy and making ends meet. [Rising cost of living places a spotlight on numeracy confidence](#) | National Numeracy According to new research commissioned by National Numeracy Day Founding Supporter KPMG UK, price hikes have left 45% struggling to budget and 57% looking to stretch their cash further. Nearly two fifths (38%) of respondents felt uncomfortable seeking help with everyday maths.

National Numeracy proudly became a charity partner of The Lord Mayor's Appeal in 2022. Our Every Londoner Counts initiative is helping thousands of Londoners in greatest need gain the crucial number confidence and skills that will help them thrive. By training a network of 500 Numeracy Champions we aim to help improve financial inclusion and employability in the city.

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The number of people using our National Numeracy Challenge site to get help with managing their money increased by 20% from May to September in 2022, compared to the same period the previous year.



## Our Stories

Please see our website for our full range of case studies. As examples, here are some of the things that Peter, Maria, Joanna and Mark told us about the impact of working with National Numeracy.

<p><b>Peter</b></p> <p>Using the National Numeracy Challenge, Peter gained our Essentials of Numeracy certificate and now helps friends improve..</p> <p>“</p> <p>Maths was a black hole for me ... Improving has highlighted just how important being numerate is, because we do use it every day.</p> <p><a href="#">Read Peter's story</a></p> 	<p><b>Maria</b></p> <p>Maria was wracked with anxiety at the thought of doing maths after feeling shamed at school. She thought it was a feeling she'd never be able to overcome.</p> <p>“</p> <p>I associated maths with great pain, and I don't think that's unique ... National Numeracy's positive messaging makes you think: 'Somebody cares!' So, thank you!</p> <p><a href="#">Read Maria's story</a></p> 	<p><b>Joanna</b></p> <p>Joanna left school with low confidence in her number skills – and little interest in improving them. That changed when she tried the National Numeracy Challenge for her NHS job.</p> <p>“</p> <p>I was stressed, I was nervous, I didn't want to do the National Numeracy Challenge. But I was surprised and enjoyed challenging myself. I was proud of myself.</p> <p><a href="#">Read Joanna's story</a></p> 	<p><b>Mark</b></p> <p>Diagnosed with dyslexia and dyscalculia after years of struggling at school, he is now a trained Numeracy Champion and believes progress is within everyone's grasp.</p> <p>“</p> <p>I felt that a switch had been flicked. I could now see why numbers were important and that I had been using numbers all my life in work and personal life.</p> <p><a href="#">Read Mark's story</a></p> 
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## Our Campaigns

### National Numeracy Day

The fifth birthday of our flagship campaign, National Numeracy Day, achieved a genuinely transformative level of impact across the UK. With the campaign's Founding Supporter KPMG, Lead Supporters and Delivery Partners, celebrity ambassadors, champion organisations and real-life heroes, we inspired almost half a million

# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

***FOR THE YEAR ENDED 31 DECEMBER 2022***

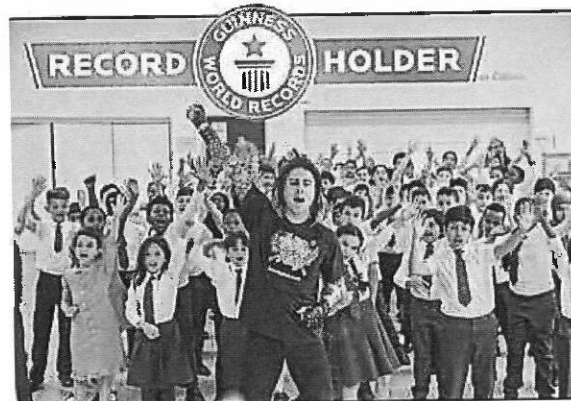
actions towards improving numeracy. That's more than five times as many as last year. The Big Number Natter sparked the first ever nationwide conversation about numbers, our media campaign reached over 200 million people, and 4,813 organisations championed National Numeracy Day – 71% up on last year. We set a new Guinness World Record with thousands of schoolchildren across the UK and Times Tables Rock Stars. Meanwhile, 8,500 children entered our Number Heroes competition, and we shared content in British Sign Language and Sign Supported English.



## **Supporting children's numeracy through National Numeracy Day**

National Numeracy Day 2022 saw thousands of schoolchildren across the UK taking part in our Rocking and Rolling Numbers event, organised with Times Tables Rock Stars. Led by Ambassadors Katya Jones and Bobby Seagull and Rock Star 'Baz Wynter', we set a new Guinness World Record for a mass livestreamed 'rock 'n' roll' version of the five times table. The then Education Secretary Nadhim Zahawi and Skills Minister Alex Burghart attended and congratulated the children.

3,820 schools, colleges and education providers signed up to be National Numeracy Day Champions – a 78% increase on 2021. The champions received a bumper pack of free, fun resources, including celebrity Ambassador videos and worksheets. The Department for Education, Education Scotland, KPMG, Lincolnshire Co-op, Maths Circle, Numberblocks, the Scottish Government, West Ham United Foundation, White Rose Maths, and many more encouraged schools to get involved. We also ran our annual Number Heroes Competition and received 8,500 entries, a 49% increase on last year.



## **Number Confidence Week**

National Numeracy joined forces with Number Confidence Week Founding Partner TP ICAP and Lead Supporters Experian, Capital One and The Lord Mayor's Appeal, for the third Number Confidence Week campaign.

In 2022 we inspired almost 90,000 actions to improve confidence with numbers. Feeling confident about using numbers is the first vital step towards improving skills. This unique attitudinal approach is central to our work. Our 'Confidence Conversations' videos saw real-life numeracy improvers discuss what overcoming low number confidence has meant for them. Meanwhile, our celebrity ambassadors helped attract media attention and created podcasts, videos, tip sheets and prize draws to encourage number confidence.

Please see our website for detailed impact reports for our campaign activity.

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## Supporting Children's Numeracy

Over 100 classes, 2200+ pupils and 200+ parents and carers completed our Parental Engagement Programme in 2022 across London, the West Midlands, Manchester and Scotland. Parents, carers and families give children their first experiences of maths, which has a bigger impact than school on children's attainment.

Our thanks go to John Lyon's Charity, Garfield Weston, Education Scotland and PFG (now Vanquis Banking Group) for supporting this work.



**I can show my mum  
and dad how to do it.**

Child



**88%**

**of parents/carers attending  
our workshops felt more able  
to support their child**

**91%**

**of parents/carers in London  
engaged with their child on  
Family Maths activities**

In partnership with Education Scotland we have been helping families feel good about maths. A group of 30 Community Learning Development (CLD) practitioners and STEM Ambassadors across Scotland are taking part in National Numeracy's Becoming a Numeracy Champion programme. The training helps participants understand the barriers to maths learning that parents and children face. After the first phase, all participants felt more able to support children in developing positive attitudes towards numeracy and 97% felt more confident in supporting adults to do the same.

## Managing money

National Numeracy seeks to increase financial literacy, inclusion and resilience where it is most needed, among those with poor numeracy. Those who lack number confidence are more likely to be excluded from, and to avoid, managing their finances. We support people to build a good foundation of numeracy and money management through our training and workshops, the National Numeracy Challenge, our campaign, and by working with our celebrity Ambassadors and partners. We also share lived experiences, like Joseph's about managing debt and becoming more confident with personal finance.

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The National Numeracy Challenge has a 'money management' pathway and resources to support people to build the confidence and skills needed to get on top of everything from budgeting and bills to credit cards and cash. And in 2022, we saw a 29% increase in the number of people coming to the Challenge in order to improve their money management.

We are proud that Martin Lewis is a National Numeracy Ambassador, and that National Numeracy Day was named Campaign of the Week by Money Saving Expert. Our financial expert Ambassadors Iona Bain and Timi Merriman-Johnson, aka Money Jar, created videos and tip sheets, had Big Number Natters and appeared on in the media to help both children and adults with number confidence and money.

Recognising the urgent need for financial support in 2022, managing money has been incorporated into our Becoming a Numeracy Champion programme, as well as offering a dedicated 'money' session. Our 'maths, mindset and money' training sessions give champions the knowledge and understanding to support members of their community who have low confidence in numeracy and support positive conversations about maths and money.

## *Financial Times financial literacy and inclusion campaign*

We worked with the Financial Times and its FLIC charity throughout 2022, contributing to articles and podcasts that seek to help everyone feel capable of navigating the financial world. The FT's Money Clinic explored the question 'if you hated maths at school, will you be bad at managing money as an adult?' with our Ambassadors.

“ **Getting to grips with my numeracy helped me to take control of my finances.** ”

“ **Building my confidence with numbers has helped my money management skills. I can now pass these on to my children.** ”

“ **Developing my maths skills has helped me learn how to make my money go further.** ”

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## Numeracy for Work

In 2022, 11 different organisations commissioned us to provide direct-to-learner workshops. These are not maths lessons; they focus on overcoming the attitudinal barriers adults face as they return to learning.

In 2022 we doubled the scale of our 'Becoming a Numeracy Champion' training programmes which coaches workplace numeracy mentors, or 'champions', as we call them.

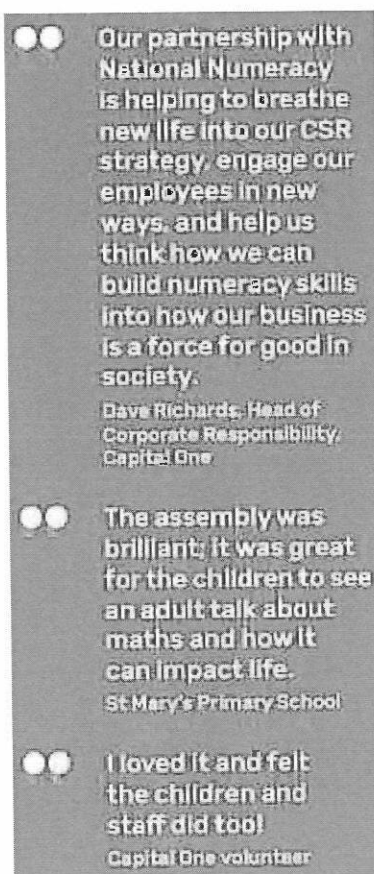
Our unique and innovative training shows the champions how to foster and develop positive attitudes towards numeracy with different themed sessions around mindset, money and supporting children.

Each trained champion then goes out and spreads the numeracy positivity among dozens of colleagues. In 2022 we scaled up our online delivery with 418 registered participants from 125 different organisations and 330 fully trained Numeracy Champions – twice as many as last year.

## Corporate volunteering programme

In 2022 National Numeracy launched a corporate volunteering programme with the support of Capital One. The investment allowed National Numeracy to develop a unique, high-impact primary school programme in areas of greatest need supporting positive attitudes towards numeracy, now open to other partners.

Volunteers receive training and are matched with local schools to deliver 'My Maths Story' assemblies or 'Maths in the Real World' lessons, with an option for parents and carers to attend.



## Our Impact Monitoring & Evaluation and Research - what we learned in 2022

In 2022, we made significant progress on a number of key priorities. Firstly, we commissioned a research report focusing on Number Confidence and Social Mobility to explore the next steps taken as a result of engagement with NN – specifically examining the connection between improving number confidence and numeracy skills and transition to undertaking a level 2 maths course/qualification or transition to specific improved work outcomes, such as getting into or on at work. The report will be published April 2023.

Secondly, we worked with our partners Experian to establish a UK index of numeracy levels by geographic location. This work has played a significant role in driving external stakeholder engagement and has played a role in our campaign to secure Multiply contracts, among other things.

Lastly, 2022 also saw us focus on a number of key surveys and evaluations, such as

- evaluating the new outcome pathways in the challenge
- surveying post NNDay to understand the reach and impact of the engagement generated through campaign activity
- national survey focusing on numeracy and the cost-of-living crisis

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- national survey to align with our 10<sup>th</sup> anniversary to measure awareness of the issue, awareness of NN as an organisation, as well as numeracy levels.

In 2023 we plan to continue to evaluate all our activities and our Local Authority work in particular, as well as designing new research to explore some of the key findings from the research conducted in 2022. In addition, we will be focussing energies on dissemination of that research through stakeholder events and publishing the report alongside themed focus papers.

## Our People

2022 saw National Numeracy go through a period of unprecedented growth. By the end of the year we had almost doubled staff numbers on the previous year. A key component of the year therefore was recruitment and onboarding staff, as well as building the structure and culture to support a growing organisation. In summer 2022 we launched our new organisational values:



- **Community commitment:** We put people first. We give 100% to our people, partners and communities.
- **Trusted experts:** We are the UK's numeracy experts. We use data and evidence to offer credible, trusted insight.
- **Empowered futures:** We empower people for positive change. We listen, build confidence and enable people to gain greater control over their futures.
- **Always learning:** We believe change can happen. We are persistent and passionate in supporting people, partners and communities to accomplish their goals

## Looking Ahead

2023 has started well with National Numeracy in demand more than ever to contribute to the national debate following government announcements on plans to continue compulsory maths education to age 18. National Numeracy's frequent interactions with the press and government departments show the level of expertise being demonstrated and the position National Numeracy holds now as a unique voice.

We have continued to expand the team in order to have the capacity to deliver on the Local Authority contracts secured in Q4 2022. This sharp uptick in the team numbers in the last year has prompted a review of a number of internal processes, procedures and systems which are ongoing and will continue to take place over the coming months. At the end of Q1 a number of Local Authority contracts will come to an end and contracting for Year 2 is now in full flow, with a number of tenders already secured. Key funding support has also been secured from at least one corporate supporter on a three-year basis, demonstrating a long term and much valued relationship.

So far, as National Numeracy gears up for National Numeracy Day 2023, all activity, income and expenditure is broadly in line with expectations and in line with the busy year that has been planned.

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***FOR THE YEAR ENDED 31 DECEMBER 2022***

**Structure, governance and management**

National Numeracy is a company limited by guarantee which was established on 19 December 2011. It was registered as a charity on 30 January 2012.

The trustees, who were also the directors for the purpose of company law, and who served during the period were:

Perdita Fraser, Chair

Andrew Haldane, Vice-Chair

Edward Brunel-Cohen, Honorary Treasurer

Catherine McClure

Paul Coffey

Chris Linton

Graham Keniston Cooper

Catherine Paulson-Ellis

Hiten Patel

Sherry Coutu

Sandra Wallace

The trustees have full responsibility for all legal and financial matters. Any additions to the membership of the trustees follows invitation by the Board of Trustees after due consideration.

All the trustees give of their time freely and none of the trustees has any beneficial interest in the company. All the trustees are members of the company and guarantee to contribute £1 in the event of a winding up. Trustees are required to disclose all relevant interests. Details of trustee expenses and related party transactions are disclosed in a note to the accounts.

**a. Organisational matters**

The work of National Numeracy, including that of the wholly owned trading subsidiary National Numeracy Solutions Ltd, is overseen by the Board of Trustees, which met five times during 2022, four times being the ordinary trustee meetings and one time being an extra strategy session.

The Nominations Committee (a sub-committee of the Board) also met regularly to consider senior appointments and matters of succession and to review the composition of the Board. During the year, Sandra Wallace, Hiten Patel and Sherry Coutu were appointed as trustees in January 2022. New trustees receive a full and comprehensive briefing before their first meeting and receive a copy of National Numeracy's Trustee Handbook with full details of the induction process, plus the relevant Charity Commission guidelines for trustees.

A Bid-writing Committee was also established in 2022 to support the executive team in the process of bidding for contracts for Local Authority funding. This group of trustees met more informally several times across 2022 as the need arose.

# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

## ***FOR THE YEAR ENDED 31 DECEMBER 2022***

The increased activity with Local Authorities and the new volunteering programme also led to a number of key areas of policy review and development, most significantly in the areas of GDPR and safeguarding. These exercises have been carried out with the support of external expert agencies to ensure maximum compliance.

Staffing levels increased significantly during 2022 with the creation of a number of new roles in response to increased activity and funding. After a slight reduction in staff numbers at the start of the year, the number of staff on payroll more than doubled by year end. In line with the charity's remuneration policy and in accordance with the Statement of Recommended Practice (SORP), National Numeracy discloses all payments to trustees (no trustees receive 'pay'), discloses the number of staff in receipt of more than £60,000 and above (in bands of £10,000), and discloses pensions and other benefits.

The Chief Executive and trustees review the salaries of staff annually, in accordance with the charity's remuneration policy. The trustees also determine pension arrangements. In addition, the Nominations Committee advises on the salary of the CEO, for decision by the board.

National Numeracy Solutions Ltd (the trading subsidiary) made a change to the board in 2022: directors are now Sam Sims (Chief Executive) and Emily Kramers (Operations Director). The Directors also met separately three times in 2022.

National Numeracy also moved to a new HQ in August 2022 and is now based on the Sussex University campus at Falmer, near Brighton.

### **b. Finance and funding**

The growth of both the charity and our impact in 2022 was driven by an amazing and expanding group of supporters and partners, which all share our commitment to addressing the issue of low numeracy.

We were grateful for the crucial and often continuing support of organisations such as Bloomberg, Cambridgeshire and Peterborough Combined Authority, Experian, the Garfield Weston Foundation, Health Education England, HSBC, the John Lyon's charity, the John Horseman Trust, KPMG, Lincolnshire Coop, PFG (now Vanquis Banking Group), St James's Place, S&P Global, TP ICAP and the UFI VocTech Trust. These supporters made vital financial contributions to fund our campaigns, programmes and projects, as well as the overall impact of the charity.

# NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT

**FOR THE YEAR ENDED 31 DECEMBER 2022**

We also established a range of new partnerships. These included invaluable funding from Barclays, Capital



One, City & Guilds, Fenchurch Advisory and The Lord Mayor's Appeal, which helped us enhance the impact of our campaigns, launch new programmes and initiatives, and undertake new research.

In addition, we received fantastic pro bono and in-kind support to deliver a number of critical strategic projects from organisations such as Amazon & AWS, BCG, Bloomberg, Experian and Oliver Wyman.

As well as increasing support from corporates, trusts and foundations, in late 2022 we also started to work in partnership with a group of local authorities that have funded our work across the country, as part of the government's Multiply initiative. This support has helped us adapt and target our work to support local communities. Local Authorities we worked with as part of the Multiply project funded by the Department of Education, included

- Brighton and Hove City Council
- Surrey County Council
- Wiltshire Council

These agreements are for year one of Multiply. In total we have worked with 14 different Local Authorities and organisations on Multiply-funded projects in year one, which is due to be completed at the end of March 2023. There have been significant challenges in delivering to the contracted levels, given the compressed timelines. However, we have been successful in training hundreds of Numeracy Champions across the country and we are talking with at least 20 organisations in regards to year two of the project.

In early 2023, we are delighted that many of our valued partners have made renewed commitments to supporting our work and impact.

Consolidated income in 2022 was £2,159,229.

# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

## **c. Risk assessment**

The trustees have regularly assessed the major risks to which the charity is exposed and maintained a detailed risk register during 2022, split between strategic risks and operational risks. The risk register was regularly reviewed by senior staff as part of the Operational Planning Leads meetings and by the trustees in detail at the spring and autumn trustee meetings. Trustees are satisfied that systems are in place to mitigate exposure to the major risks.

The impact of increased activity and the growth of the team and the subsequent financial risks, both short term as well as the long term, were a particular focus in 2022. Other areas that were a focus were the development of new programmes and the safeguarding and GDPR risks that these exposed us to; mitigating actions were put in place, namely by putting policy review projects in place with external consultancy support. Overall, the risks were carefully monitored regularly, with additional updates between trustee meetings as necessary.

In 2023 National Numeracy established a dedicated internal Risk Committee to examine risks on a regular basis and report to trustees at least twice annually.

## **d. Reserves**

The trustees of National Numeracy recognise the need for reserves to create a sustainable organisation into the future. In particular, we seek to maintain key charitable activities, maintain funds to insure against variations in income due to the uncertain nature of funding sources and the uneven profile of income throughout the year, as well as to enable us to fund planned specific investments in future development as necessary to support our strategy.

Therefore, the reserves calculations take into consideration:

- The cost of key ongoing charitable activities, chiefly the National Numeracy challenge
- Cash flow buffer of approximately four months of additional expenditure
- Any key risk factors
- A calculated sustainability sum which would effectively allow for restructuring or closure

Giving consideration to all of these factors, a target range for unrestricted reserves has been calculated at between £550,000 and £600,000. This figure represents an increase on last year due to the increased size of the team and an increase in our levels of charitable activity. The target reserves calculation is reviewed annually, and current levels are reviewed against targets on a quarterly basis within trustee meeting papers.

The trustees are designating £227,000 of unrestricted reserves to protect the delivery of committed projects in 2023, specifically our Parental Engagement Programme, the contract with Lincolnshire Co-Operative and delivery of our key public campaign.

The remaining unrestricted free reserves position at 31/12/2022 is therefore £697,497. This is higher than the reserves target and has been contributed to by the recognition in 2022 of £187,000 of donations payable by a corporate funder in 2023 and 2024 under a multi-year funding agreement. This treatment was adopted in order to comply with the Charities SORP (FRS 102).

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**e. Investment Policy**

As well as operating accounts, National Numeracy also maintains both instant access deposit accounts and longer-term deposit accounts in order to provide interest on funds received. The Hon. Treasurer and relevant staff meet regularly to assess the best investment options available to maximise use of funds. Investment decisions need to be agreed by the Head of Finance, the Hon. Treasurer and the CEO.

Due to the need for relatively short-term access to funds, long-term options are not available and there is a low-risk policy approach to investment options to safeguard charitable funds. Therefore, National Numeracy invests its financial reserves prudently and subject to the regular review. National Numeracy owns no property. The policy and approach is monitored and reviewed as part of the annual budgeting cycle.

Due to the low interest rates in the latter half of 2022 and the need to ensure access to cash during a time of building the charity whilst securing new contracts, the amount held in longer term deposits was reduced during the year but maintained at levels needed to provide security in the longer term. This approach will be regularly reviewed throughout 2023.


**f. Fundraising**

National Numeracy's fundraising is carried out predominantly by in-house fundraisers employed directly by the charity. The charity's approach (excluding the operation of the trading subsidiary) is primarily to seek grants and donations from charities, trusts and corporate partners. National Numeracy is also a charity partner of The Lord Mayor's Appeal, which raises appeal donations for distribution to its charity partners. The Lord Mayor's Appeal is a charity registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice.

National Numeracy was not registered with the Fundraising Regulator or other voluntary regulation scheme for fundraising in 2022, but intends to register in 2023. We are committed to meeting best practice fundraising standards, following all relevant guidelines and adhering to the Code of Fundraising Practice. We place the needs and considerations of our supporters first when it comes to our fundraising activities, and we ensure that fundraisers adhere to our practices, with particular attention paid to vulnerable people. No complaints relating to fundraising were received in 2022.

Sep 20, 2023

Approved on behalf of the board on ..... by

  
Perdita Fraser (Sep 20, 2023 17:41 GMT+1)

.....  
Perdita Fraser  
Trustee (Chair)

**NATIONAL NUMERACY**  
**(LIMITED BY GUARANTEE)**  
**STATEMENT OF TRUSTEES' RESPONSIBILITIES**  
***FOR THE YEAR ENDED 31 DECEMBER 2021***

The trustees, who are also the directors of National Numeracy for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard for the UK and Republic of Ireland'.

Company law requires the trustees to prepare accounts 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 accounts, 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; and
- prepare the accounts 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 accounts 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.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Opinion**

We have audited the financial statements of National Numeracy ('the parent charitable company') and its subsidiary ('the group') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the consolidated and charity Balance Sheets, the Cashflow Statement and 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 group's and the parent charitable company's affairs as at 31 December 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 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 the provisions available for small entities, 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 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 annual report, including 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.

In connection with our audit of the financial statements, 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 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.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Opinions 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 parent charitable company and group and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

- adequate and proper 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 trustees' responsibilities statement, 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 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 company 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 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. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

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

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption; and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charitable company and group's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.
- We considered the procedures and controls that the charitable company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

**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 members 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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

TC Group

**Mr Mark Cummins FCCA (Senior Statutory Auditor)**

for and on behalf of TC Group

**Statutory Auditor**

Dated: 22 September 2013

Office: Sussex

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

		Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
<b><u>Income from:</u></b>	<b>Notes</b>					
Donations and legacies	3	1,372,217	-	262,109	1,634,326	893,768
Charitable activities	4	82,915	-	321,387	404,302	424,732
Other trading activities:						
Commercial trading operations		110,560	-	-	110,560	80,593
Investments	5	7,329	-	-	7,329	2,354
Other income	6	2,712	-	-	2,712	-
<b>Total income</b>		<b>1,575,733</b>	<b>-</b>	<b>583,496</b>	<b>2,159,229</b>	<b>1,401,447</b>
<b><u>Expenditure on:</u></b>	<b>7</b>					
Raising funds						
Commercial trading operations		171,011	-	-	171,011	157,599
Charitable activities		1,139,080	13,915	407,674	1,560,669	997,578
<b>Total expenditure</b>		<b>1,310,091</b>	<b>13,915</b>	<b>407,674</b>	<b>1,731,680</b>	<b>1,155,177</b>
<b>Net income/(expenditure) for the year</b>		<b>265,642</b>	<b>(13,915)</b>	<b>175,822</b>	<b>427,549</b>	<b>246,270</b>
Transfers between funds	19	(16,915)	16,915	-	-	-
<b>Net movement in funds</b>		<b>248,727</b>	<b>3,000</b>	<b>175,822</b>	<b>427,549</b>	<b>246,270</b>
Fund balances at 1 January 2022		448,770	224,000	40,318	713,088	466,818
<b>Fund balances at 31 December 2022</b>		<b>697,497</b>	<b>227,000</b>	<b>216,140</b>	<b>1,140,637</b>	<b>713,088</b>

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The notes on pages 23 to 34 form part of these accounts.

Included in the above, surplus of £393,842 relates to the parent charity National Numeracy (2021: £243,142).

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CONSOLIDATED BALANCE SHEET**

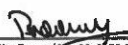
**AS AT 31 DECEMBER 2022**

	Notes	£	2022 £	£	2021 £
<b>Fixed assets</b>					
Tangible assets	12		140		1,052
<b>Current assets</b>					
Debtors	14	672,330		51,010	
Cash at bank and in hand		754,984		816,882	
			<u>1,427,314</u>	<u>867,892</u>	
<b>Creditors: amounts falling due within one year</b>	15	(286,817)		(155,856)	
<b>Net current assets</b>			<b>1,140,497</b>		<b>712,036</b>
<b>Net assets</b>			<u><b>1,140,637</b></u>		<u><b>713,088</b></u>
<b>Income funds</b>					
Restricted funds	18	216,140		40,318	
General funds – Designated		227,000		224,000	
General funds – Unrestricted		697,497		448,770	
			<u><b>1,140,637</b></u>	<u><b>713,088</b></u>	

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 23 to 34 form part of these accounts.

The accounts were approved by the Board on 20 Sept 2023

  
Perdita Fraser (30/09/2023 08:10 GMT+1)

Perdita Fraser  
Trustee (Chair)

Company Registration No. 07886294

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CHARITY BALANCE SHEET**

**AS AT 31 DECEMBER 2022**

	Notes	£	2022 £	£	2021 £
<b>Fixed assets</b>					
Investments	13		1		1
Tangible assets	12		140		1,052
			<u>141</u>		<u>1,053</u>
<b>Current assets</b>					
Debtors	14	652,329		21,216	
Cash at bank and in hand		618,583		727,626	
		<u>1,270,912</u>		<u>748,842</u>	
<b>Creditors: amounts falling due within one year</b>	15	(183,781)		(56,462)	
<b>Net current assets</b>			<u>1,087,131</u>		<u>692,380</u>
<b>Net assets</b>			<u><u>1,087,272</u></u>		<u><u>693,433</u></u>
<b>Income funds</b>					
Restricted funds	18		216,140		40,318
General funds - Designated			227,000		224,000
General funds - Unrestricted			644,132		429,115
			<u>1,087,272</u>		<u>693,433</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 23 to 34 form part of these accounts.

The accounts were approved by the Board on Sep 20, 2023

  
Perdita Fraser (Sep 20, 2023 17:41 GMT+1)

Perdita Fraser  
Trustee (Chair)

Company Registration No. 07886294

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

		2022	2021
	Note	£	£
<b>Cash flows from operating activities</b>			
Net income/(expenditure)		427,549	246,270
Investment income		(7,329)	(2,354)
Depreciation		912	912
(Decrease)/ increase in creditors	15	130,961	(201,625)
(Increase)/decrease in debtors	14	<u>(621,320)</u>	<u>22,759</u>
<b>Net cash provided by operating activities</b>		<b>(69,227)</b>	<b>65,962</b>
<b>Cash flows from investing activities</b>			
Investment income		<u>7,329</u>	<u>2,354</u>
<b>Net cash provided by investing activities</b>		<b>7,329</b>	<b>2,354</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(61,898)</b>	<b>68,316</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>816,882</b>	<b>748,566</b>
<b>Cash and cash equivalents at the end of the year of the year</b>		<b><u>754,984</u></b>	<b><u>816,882</u></b>
	01.01.22	Cash flow	31.12.22
	£	£	£
Cash at bank and in hand	<u>816,882</u>	<u>(61,898)</u>	<u>754,984</u>

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**1 Statutory information**

National Numeracy is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the Legal and Administrative information page.

**2 Accounting policies**

**2.1 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) – Charities SORP (FRS102) and the Companies Act 2006.

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 pound.

National Numeracy meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about National Numeracy's ability to continue as a going concern.

**2.2 Group financial statements**

These financial statements consolidate the results of the charity and its wholly owned subsidiary National Numeracy Solutions Limited. A separate Statement of Financial Activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

**2.3 Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the charity (and its subsidiary) has adequate resources to continue in operational existence for the foreseeable future.

For this reason they continue to adopt the going concern basis in preparing the financial statements.

**2.4 Income**

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and receipt is probable.

Grant income is recognised over the period for which it is granted.

Contract income is recognised when the charity gains entitlement to the income.

Donations and gifts are recognised when receivable.

Investment income is recognised when receivable.

Trading income is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**2 Accounting Policies (continued)**

**2.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Cost of raising funds comprise the costs of commercial trading and their associated support costs and the costs of securing voluntary income. Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support the activities of the charity.

**2.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Additions on individual items in excess of £2,000 including irrecoverable VAT are capitalised.

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:

Fixtures and fittings – 3 years straight line.

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

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains/losses are taken to the Statement of Financial Activities when incurred.

**2.8 Debtors**

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

**2.9 Cash at bank and in hand**

Cash at bank and in hand are basic financial instruments and include cash and short term highly liquid investments. The trustees seek to use short and medium term deposits where possible to maximise the return on monies held at the bank and to manage cash flow. Bank overdrafts are shown within borrowings in current liabilities.

**2.10 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**2 Accounting Policies (continued)**

**2.11 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**2.12 Accumulated funds**

Unrestricted general funds comprise those amounts received for use at the discretion of the trustees in the furtherance of the general objectives of the charity.

Restricted funds are subject to specific conditions imposed by donors and includes monies raised for specific projects.

Designated funds comprise general funds set aside by trustees for specific purposes.

**2.13 Taxation**

The parent company is a registered charity. All of the charity's income falls within the exemptions set out in part 11 of the Corporation Tax Act 2010.

**2.14 Critical accounting estimates and judgements**

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated 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.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

**3 Income from donations and legacies**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Donations	1,372,217	-	262,109	1,634,326	893,768
Total	1,372,217	-	262,109	1,634,326	893,768

Income from donations includes £234,773 of pro bono services (2021: £171,077).

**4 Income from charitable activities**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Grants	-	-	321,387	321,387	398,668
Fees and other income	82,915	-	-	82,915	26,064
	82,915	-	321,387	404,302	424,732

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**5 Income from investing activities**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Interest receivable	7,329	-	-	7,329	2,354
	<u>7,329</u>	<u>-</u>	<u>-</u>	<u>7,329</u>	<u>2,354</u>

**6 Other income**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £	Total 2021 £
Other income	2,712	-	-	2,712	-
	<u>2,712</u>	<u>-</u>	<u>-</u>	<u>2,712</u>	<u>-</u>

**7 Expenditure**

	Staff costs £	Depn costs £	Other costs £	Total 2022 £	Total 2021 £
<b>Costs of raising funds</b>					
Direct fundraising	80,677	-	61,603	142,280	157,184
Support costs	14,016	-	14,715	28,731	415
	<u>94,693</u>	<u>-</u>	<u>76,318</u>	<u>171,011</u>	<u>157,599</u>
<b>Charitable activities</b>					
Activities undertaken directly	626,763	-	542,718	1,169,481	755,025
Support costs	175,200	912	215,076	391,188	242,553
	<u>801,963</u>	<u>912</u>	<u>757,794</u>	<u>1,560,669</u>	<u>997,578</u>
<b>Total expenditure</b>	<u>896,656</u>	<u>912</u>	<u>834,112</u>	<u>1,731,680</u>	<u>1,155,177</u>

Expenditure includes £234,773 of pro bono services (2021: £171,077).

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**8 Support costs**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Staff costs	<b>170,016</b>	136,789
Website & marketing	<b>1,104</b>	8,213
Travelling expenses	<b>2,484</b>	185
Rent & rates	<b>29,362</b>	20,518
Office expenses	<b>65,798</b>	31,386
Legal & professional	<b>105,456</b>	23,424
Other	<b>12,586</b>	6,199
Support costs recharged	-	(21,311)
Governance costs (note 9)	<b>33,113</b>	37,565
	<b>419,919</b>	242,968

Support costs include amounts paid to the auditors in respect of audit fees totalling £13,817 (2021: £11,950).

**9 Governance costs**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Auditor's remuneration	<b>13,817</b>	11,950
Trustees' expenses	<b>96</b>	85
Trustee recruitment	-	855
Staff costs	<b>19,200</b>	24,675
	<b>33,113</b>	37,565

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

**10 Consolidated statement of financial activities comparative funds – 31 December 2021**

	<b>Unrestricted funds £</b>	<b>Designated funds £</b>	<b>Restricted funds £</b>	<b>Total 2021 £</b>
<b><u>Income from:</u></b>				
Donations and legacies	857,768	-	36,000	893,768
Charitable activities	203,117	-	221,615	424,732
Other trading activities:				
Commercial trading operations	80,593	-	-	80,593
Investments	2,354	-	-	2,354
<b>Total income</b>	<b>1,143,832</b>	<b>-</b>	<b>257,615</b>	<b>1,401,447</b>
<b><u>Expenditure on:</u></b>				
Commercial trading operations	157,599	-	-	157,599
Charitable activities	681,536	-	316,041	997,578
<b>Total expenditure</b>	<b>839,135</b>	<b>-</b>	<b>316,041</b>	<b>1,155,177</b>
<b>Net income/(expenditure) for the year/ not movement in funds</b>	<b>304,696</b>	<b>-</b>	<b>(58,426)</b>	<b>246,270</b>
Transfers between funds	(178,645)	224,000	(45,355)	-
<b>Net movement in funds</b>	<b>126,051</b>	<b>224,000</b>	<b>(103,781)</b>	<b>246,270</b>
<b>Fund balances at 1 January 2021</b>	<b>322,719</b>	<b>-</b>	<b>144,099</b>	<b>466,818</b>
<b>Fund balances at 31 December 2021</b>	<b>448,770</b>	<b>224,000</b>	<b>40,318</b>	<b>713,088</b>

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**11 Staff costs**

	2022	2021
	£	£
Wages and salaries	776,834	607,569
Social security costs	74,595	57,271
Other pension costs	45,227	35,651
	<u>896,656</u>	<u>700,491</u>

The average number of persons employed by the group was 23 (2021: 18).

Included in the above staff costs are total costs of £864,222 (2021: £640,701) relating to the parent charity National Numeracy.

The number of employees whose annual emoluments were £60,000 or more were:

	2022	2021
	1	1
£90,000-£99,999		

During the year ended 31 December 2022 employer's pension costs in respect of highly paid staff totalled £5,400 (2021: £5,400).

The key management personnel of the charity consist of the leadership group. Their total remuneration for the year was £279,324 (2021: £246,124).

**12 Tangible fixed assets – Group and Charity**

	Fixtures & Fittings	Total
	£	£
<b>Cost</b>		
At 1 January 2022	2,724	2,724
	<u>2,724</u>	<u>2,724</u>
At 31 December 2022	2,724	2,724
	<u>2,724</u>	<u>2,724</u>
<b>Depreciation and impairment</b>		
At 1 January 2022	1,672	1,672
Charge	912	912
	<u>2,584</u>	<u>2,584</u>
At 31 December 2022	2,584	2,584
	<u>2,584</u>	<u>2,584</u>
<b>Net book value</b>		
At 31 December 2022	140	140
	<u>140</u>	<u>140</u>
At 31 December 2021	1,052	1,052
	<u>1,052</u>	<u>1,052</u>

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**13 Fixed asset investments**

**Investment held by parent in subsidiary:**

	<b>Charity £</b>
National Numeracy Solutions Limited	<u>1</u>

**Holdings of more than 20%**

The charity holds more than 20% of the share capital of the following companies:

<b>Company</b>	<b>Country of registration or incorporation</b>	<b>Shares held</b>	
		<b>Class</b>	<b>%</b>
<b>Subsidiary undertakings</b>			
National Numeracy Solutions Limited	UK	Ordinary	100

**National Numeracy Solutions Limited**

National Numeracy Solutions Limited is a wholly-owned trading company, company number 08700221 is incorporated in England & Wales. The company's registered address is Unit 71, Sussex Innovation Centre, Science Park Square, Brighton, England, BN1 9SB. The principal activities of the company are the supply of services aimed at improving numeracy as well as licensing fees for the use of National Numeracy logos and branding in connection with sponsorship. A summary of the trading results of the subsidiary (as included in the Statement of Financial Activities) is shown below.

**Summary profit and loss account**

	<b>2022 £</b>	<b>2021 £</b>
Turnover	<b>111,116</b>	87,167
Cost of Sales	<b>(23,895)</b>	(47,456)
Administrative Expenses	<b>(53,514)</b>	(36,583)
Net profit for the year	<u><b>33,707</b></u>	<u>3,128</u>

**Summary balance sheet**

	<b>2022 £</b>	<b>2021 £</b>
The assets and liabilities of the subsidiary were:		
Current assets	<b>181,013</b>	132,605
Creditors: amounts falling due within one year	<b>(127,650)</b>	(112,949)
Total net assets/share capital and reserves	<u><b>53,363</b></u>	<u>19,656</u>

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**14 Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>88,463</b>	43,200	<b>44,062</b>	-
Amounts owed by group undertakings	-	-	<b>24,614</b>	12,316
Taxation and social security	-	-	-	1,239
Prepayments and accrued income	<b>573,264</b>	6,347	<b>573,050</b>	6,198
Other debtors	<b>10,603</b>	1,463	<b>10,603</b>	1,463
	<b>672,330</b>	<b>51,010</b>	<b>652,329</b>	<b>21,216</b>

Prepayments and accrued income include a £93,500 donation that is payable in more than one year.

**15 Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>41,507</b>	23,621	<b>41,363</b>	23,612
Amounts owed to group undertakings	-	-	<b>4,975</b>	-
Taxation and social security	<b>40,194</b>	25,331	<b>23,310</b>	16,857
Other creditors	<b>61,183</b>	41,960	<b>21,183</b>	1,959
Accruals and deferred income	<b>143,933</b>	64,944	<b>92,950</b>	14,034
	<b>286,817</b>	<b>155,856</b>	<b>183,781</b>	<b>56,462</b>

Deferred income relates to £48,785 (2021:£48,695) in respect of the trading subsidiary. An analysis of movements in the year is included below:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Deferred income as at 01 January 2022	<b>48,695</b>	237,997
Income recognised in the year	(48,695)	(237,997)
Income deferred during the year	48,785	48,695
Deferred income at 31 December 2022	<b>48,785</b>	<b>48,695</b>

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**16 Controlling party**

The charity is a company limited by guarantee and therefore without share capital. No one member has overall control of the charity. The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the charity in the event of its being wound up.

**17 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year. The charity paid travel costs on behalf of one (2021: one) trustee totalling £96 (2021: £85).

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**18 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 Jan 2022	Movement in funds			Balance at 31 Dec 2022
	£	Income £	Expenditure £	Transfers £	£
<b>Ufi – Numeracy Champions in the workplace</b>	(292)	78,338	(34,569)	-	43,477
<b>National Numeracy Day</b>	-	58,771	(58,771)	-	-
<b>John Lyons Charity – Parental engagement in London</b>	23,893	25,000	(28,815)	-	20,078
<b>Garfield Weston Foundation – Parental engagement in Scotland</b>	-	30,000	(8,097)	-	21,903
<b>Ufi – Mobiles, Skills &amp; Confidence with numbers</b>	13,356	60,000	(73,356)	-	-
<b>Education Scotland – Supporting community learning in Scotland</b>	3,361	10,000	(9,350)	-	4,011
<b>Local Authorities – improving adult numeracy</b>	-	321,387	(194,716)	-	126,671
	<u>40,318</u>	<u>583,496</u>	<u>(407,674)</u>	<u>-</u>	<u>216,140</u>

Restricted funds:

**Ufi – Numeracy Champions in the workplace**

Funding to develop the impact of Numeracy Champions in their organisations beyond the initial training and establish a network of Champions across the UK.

**National Numeracy Day**

Funding from a number of organisations to support National Numeracy Day.

**John Lyon's Charity**

Funding for a parental engagement project in London.

**Garfield Weston Foundation**

Funding for a parental engagement project in primary schools.

**Ufi - Mobiles, Skills & Confidence with numbers**

Funding towards the Mobiles, Skills & Confidence with Numbers project, across 2020 to 2022.

**Education Scotland – Supporting community learning in Scotland**

Working with the Scottish STEM Ambassador Hub, based at SSERC, to offer "Becoming a Numeracy Champion: Children, families and feeling good about maths" training to CLD practitioners and STEM Ambassadors in three regions of Scotland. An initiative funded by Education Scotland's Enhancing Professional Learning in STEM Grants programme.

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**19 Designated funds**

The trustees have decided to designate the below funds for specific purposes:

	Balance at 1 Jan 2022	Movement in funds			Balance at 31 Dec 2022
	£	Income £	Expenditure £	Transfers £	£
Parental Engagement Project	21,000	-	(7,219)	6,219	20,000
Lincolnshire Co-Operative	23,000	-	(6,696)	(6,304)	10,000
Campaign Delivery	180,000	-	-	17,000	197,000
	<u>224,000</u>	<u>-</u>	<u>13,915</u>	<u>16,915</u>	<u>227,000</u>

**Parental Engagement Project**

Funds required to complete committed activity in the current academic year.

**Lincolnshire Co-Operative**

Funds required to complete delivery in the current funding year.

**Campaign Delivery**

Funds required to deliver campaign activities as agreed with external partners.

**20 Analysis of net assets between funds**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
<b><u>Fund balances at 31 December 2022</u></b> are represented by:				
Fixed assets	140	-	-	140
Current assets	890,584	227,000	309,730	1,427,314
Creditors: amounts falling due within one year	(193,227)	-	(93,590)	(286,817)
	<u>697,497</u>	<u>227,000</u>	<u>216,140</u>	<u>1,140,637</u>

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**21 Analysis of net assets between funds (continued)**

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
<b>Fund balances at 31 December 2021</b> are represented by:				
Fixed assets	1,052	-	-	1,052
Current assets	586,883	224,000	57,009	867,892
Creditors: amounts falling due within one year	(139,165)	-	(16,691)	(155,856)
	<u>448,770</u>	<u>224,000</u>	<u>40,318</u>	<u>713,088</u>

**22 Pension commitments**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund. Contributions totalling £11,135 were payable to the fund at the year end (2021: £15).

**23 Related party transactions**

The transfer agreement contract entered into with NMP in 2013 was continued. No repayments were made during the year so the creditor balance at the year end of £40,000 (2021: £40,000) remains.

The charity has taken advantage of the exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Details of trustee expense reimbursements are included in note 17.