



Bookmark

Change a child's story

Bookmark Reading Charity

Trustees' Report and Financial Statements

For the year ended 31st August 2021

Company number: 11104438
Charity registration number: 1177681
www.bookmarkreading.org



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TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

Reference and Administrative Information

Principal Office and Registered Office: Third Floor
Charles House
5-11 Regent Street St James's
London
SW1Y 4LR

Charity Number: 1177681

Company Number: 11104438

Trustees (who are also the Directors of the Charitable Company)

Paul Fletcher
Philip Neal
Sharon Pindar
Charles Walker

Key Management Personnel

Kitty Higgins	Chief Executive Officer
Nel Flint	Chief Operating Officer
Stuart Beattie	Chief Technology Officer
Fiona Shearer	Chief Financial Officer
Emily Gibbons	Head of Fundraising
Emily Kalkan	Head of Marketing and Communications (maternity leave) returns 25 October 2021)
Tracey Tynan	Head of Marketing and Communications (maternity cover) leaves 22 October 2021

Independent Auditors Hazlewoods LLP
Staverton Court
Staverton
Cheltenham
GL51 0UX

Bankers Santander
Bootle
Merseyside
L30 4GB

Solicitors Addleshaw Goddard LLP
One St Peter's Square
Manchester
M2 3DE



CHIEF EXECUTIVE'S MESSAGE

Bookmark has an incredibly simple vision: we want every child to read

We're a literacy charity giving children the reading skills and confidence they need for a fair chance in life, through our flexible volunteer-led programme.

Currently in the UK, more than seven million adults struggle with basic reading every day. In a 'normal' year, an average of eight children in a class leave primary school unable to read well. Assuming this trend continues, it is reasonable to expect that nearly 1.3 million children will leave primary school over the next 6 years unable to read to the expected standard; already a compelling case for our support to improve children's reading attainment.

This assumption, however, has been challenged by the COVID-19 pandemic, during which children were out of school for six months.

During lockdown, nearly three quarters (74%) of private school pupils were benefitting from full school days - nearly twice the proportion of state school pupils (38%). A quarter of pupils had no schooling or tutoring during lockdown (Centre for Economic Performance).

Furthermore, a 2021 report from the Education Endowment Foundation found that both Year 1 and Year 2 pupils made on average three months' less progress for reading compared with the cohort of Spring 2019. The report also showed there is a substantial attainment gap between disadvantaged and non-disadvantaged pupils. In Years 1 and 2, there is a staggering gap of around seven months for reading. The gap is wider for these year groups compared to 2019, when it was estimated to be six months' progress.

These early reports, as well as others, indicate that the trend demonstrated in 2019 is the most generous trend we can assume given the significant impact of COVID-19 on learning.

In short, our support is needed more than ever.

Our inception

We set Bookmark up on 1 February 2018, with a simple vision: we want every child to read. Our literacy charity was created to give children the reading skills and confidence they need for a fair chance in life, through our flexible volunteer-led programme. Since our inception, we have built our organisation, developed our unique technology solutions, grown our volunteer and school communities, and provided impactful volunteer-led services - both face-to-face and online - for children throughout England.

The impact of COVID-19

Following the initial sharp increase in cases of COVID-19 in early 2020, the last 18 months have gone on to see us experience three national lockdowns, a long standing ban on non-essential travel, work-from-home government guidance, and other restrictions to our day-to-day lives. The government also called a closure of all schools from 20 March 2020, with limited reopening in the latter half of Summer term 2020, and again in January 2021 through to March 2021 (with the exception of vulnerable children and key worker children). The impact on personal and professional lives has been unmatched by any other event in recent history.





A 'new normal' has replaced our previous professional and social day-to-day activities. For example, more frequent and widespread working from home is no longer seen as a measure in place to tackle the spread of COVID-19, but an accepted alternative to more traditional, exclusively office-based working.

Thanks to the national rollout of COVID-19 vaccinations for over-18s, whilst the global COVID-19 pandemic is ongoing at the time of writing this, restrictions have eased somewhat. That said, we are certain it will continue to impact our services, fundraising, and ways of operating for the remainder of this calendar year and into 2022.

The action we took in response to the pandemic

From September 2020, Bookmark rolled out our online reading programme for all our partner schools (following a pilot in Summer term 2020). For the entirety of the academic year, and through further disruption and school closures, we provided uninterrupted online reading support to children in school settings. We also piloted in-home reading support for a small number of children, in January and February 2021.

In addition to our online programme, we were able to respond to COVID-19 by providing additional resources for children. A National Literacy Trust survey reported that as many as 1 in 11 children don't have a book of their own at home; this number drops to 1 in 8 of disadvantaged children (receiving free school meals)¹. In December 2020 and January 2021, we gave 30,000 children our [first edition](#) of The Story Corner - a free, high quality magazine that can be enjoyed at home. This Summer, we distributed a further 30,000 copies of our [second edition](#) magazine to children at schools, foodbanks, pupil referral units and children's hospitals across England and Wales.



Our future aims

Whilst we are proud of our growth to date, the COVID-19 pandemic has only served to increase the need for our services. We will grow to facilitate this, whilst working to become an even more efficient and effective organisation, so that we can achieve scale and impact whilst managing our cost base.

By 31 August 2024, we plan to deliver over 500,000 reading sessions in more than 800 schools, with over 8,000 volunteers. This is no small task, but with the child literacy challenge as great as it is, it demands a fitting response.

Thank you

The work of Bookmark in the year to 31 August 2021 has been set within the context of ongoing uncertainty and change due to the COVID-19 pandemic. Despite this, the charity has been able to provide uninterrupted, impactful support to even more children than ever before, in schools across the country.

This is only possible due to the incredible commitment, hard work, determination, belief and passion of our Board of Trustees, employees, volunteers, donors and supporters. We want to extend our thanks to everyone who made it possible for us to support children with their reading this year, who we simply could not have done it without.

¹ National Literacy Trust (2018) Book ownership, literacy engagement and mental wellbeing, Christina Clark and Irene Picton



From our dedicated volunteers providing reading support to children, to our creative fundraisers and donors who have ensured we have the income we need to provide our services. From our hard-working team who have ensured we have the tools, technology and processes to support our volunteers and schools, to our supporters who work in partnership with us and spread the word about Bookmark. Thank you.

We are so proud of our growth and impact to date, and look forward to making next year even better, as we give children the reading skills and confidence they need for a fair chance in life.

Kitty Higgins
Chief Executive Officer





OUR VISION, MISSION AND VALUES

Vision

We want every child to read.

Mission

We give children the reading skills and confidence they need for a fair chance in life, through our flexible volunteer-led programme.

Our values

Our values matter; they support our vision, shape our culture and reflect what is most important to us.

We have heart

- We care deeply about what we do; it is our driving force
- We believe in the potential of all children and the power of communities to support them
- We fuel our work with optimism and a positive energy, supporting each other through challenges and celebrating our achievements

We are curious

- We are interested and constantly learning so that we can adapt to improve the support we provide
- We ask questions and contribute outside of our specialties to develop great ideas
- We have the courage to challenge the norm in search of a better alternative

We are a team

- We work together with our volunteers, schools, partners and supporters
- We embrace diversity and celebrate differing perspectives and backgrounds
- We listen well and communicate clearly to seek understanding and achieve better outcomes

We act with integrity

- We are trusted to always keep safeguarding at the heart of what we do
- We are honest and open within our teams and across our communities
- We are professional and hold the highest expectations of ourselves and one another

We make it happen

- We work hard – and smart – to fulfil our promises and make an impact
- We are proud of what we have achieved and we know there is always more to do
- We each play an important role in Bookmark's story and consider how our actions impact the charity's vision



TRUSTEES' REPORT

The Trustees of Bookmark Reading Charity have pleasure in presenting their report and financial statements for the year ended 31 August 2021.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (Charities SORP (FRS 102)).

Objectives and activities

We help children to read by providing a fun and engaging six-week reading programme. Each programme involves two 30-minute, one-to-one sessions each week. Each session is clearly structured and comprises a combination of reading books, playing games and using their imagination for storytelling. The aim of our programmes is to positively impact children's reading attainment, enjoyment, and confidence in a safe and meaningful way.

At Bookmark, we have two service delivery models:

- **Face-to-face (currently on hold due to COVID-19).** Our programmes have traditionally been conducted face-to-face in primary schools, but they have been on hold since March 2020 due to COVID-19. We are running at pilot with 19 schools in Autumn term 2021, to reinstate face-to-face volunteering alongside our online programme. Every school that we work with is gifted a Bookmark Box that volunteers can use in their face-to-face sessions. This contains a carefully chosen selection of books, games and activities to help children develop their 'reader identity' and to start to truly enjoy reading. Because there is evidence that choosing a book directly impacts upon reading motivation and literacy development, we made sure that our Bookmark Box includes a wide range of different book options. The books comprise a mixture of genres and a range of reading levels, and we have ensured they contain characters that are representative of the diverse communities we work in. The literacy games and activities in the Bookmark Box are designed to: encourage children to develop their storytelling and comprehension skills; extend their vocabulary; engage with letters, words and sounds in an informal, creative manner; and be as tactile as possible in order to particularly engage kinaesthetic learners.
- **Online.** In response to COVID-19, we developed an online service delivery model, which means we can now deliver reading sessions through our secure, interactive platform. It is the online programme that has resulted in Bookmark providing uninterrupted support for children in schools throughout academic year 2020/21. For our online sessions, we have used the same principles to collate our 'virtual' Bookmark Box of resources. Varied and engaging content, including literacy activities and a range of books, is available for the pupil and volunteer to read together on the screen.

All our programmes are delivered by our volunteers and safeguarding is at the heart of our culture. All our volunteers undergo an enhanced DBS check as part of our Safer Recruitment process that also includes employment history, two references and a structured competency interview. All volunteers receive comprehensive training online that covers a wide range of topics from safeguarding, through to the tools and knowledge required to use the resources that facilitate fun and engaging sessions with children. Volunteers have ongoing access to our online training and resource library, to refresh their knowledge and further develop their skills.

We work with schools to help them identify children who need extra support with their reading. Schools have flexibility to decide which children will take part in the programme and for how long (6 weeks, 12 weeks, or more).

Our digital platform matches schools with our fully safeguarded, vetted and trained reading volunteers. Using the Bookmark School Hub, our secure website, schools can arrange reading sessions at times that suit their timetable, making it low in administration for the school. Our volunteers arrange reading sessions via our mobile app, making it an easy way to fit volunteering around other commitments.



TRUSTEES' REPORT (continued)

Our achievements and performance

Since our inception and subsequent pilot in Camden at the end of 2018, the charity has grown significantly. At the end of the 2019/20 academic year, Bookmark had 49 fully onboarded partner schools across 16 London boroughs. At the time of writing this, in July 2021, we have 135 fully onboarded partner schools throughout England; 57% of these schools are in London.

Similarly, Bookmark's volunteer base has grown considerably. At the end of the 2019/20 academic year, Bookmark had 373 volunteers, a result of largely to 'always on' volunteer attraction marketing (with consistent below the line marketing activity), coupled with a larger, above-the-line campaign in January 2020. Currently, we have 1,152 Bookmark volunteers across England.

This growth has ultimately led to more support for children this academic year. A total of 2,837 reading sessions were made available to schools, but only 2,600 took place between September and December 2020; this is the equivalent of 35 every day. 4,328 available and 3,969 reading sessions took place between January and March 2021; the equivalent of 72 every day. In comparison, 8,958 available and 7,424 reading sessions took place between April and July 2021. This is the equivalent of 89 reading sessions every day. In May 2021 alone, our volunteers delivered 2,764 reading sessions.

Aside from providing uninterrupted reading support to children in primary schools throughout the academic year, other notable achievements include the following:

- NLT Programme Review – in December 2020, Bookmark commissioned the National Literacy Trust to review both our face-to-face and online reading programmes against the evidence base regarding effective literacy interventions for primary school. They found that Bookmark's reading programmes are well designed and align well with existing evidence. The full report is available [here \(www.bookmarkreading.org/impact\)](http://www.bookmarkreading.org/impact).
- Fundraising – the fundraising team exceeded target in a challenging environment, largely thanks to the corporate team securing a new £100,000 partner and the Trusts and Foundations team exceeding target by 45%.
- Volunteer Advisory Board – established in July 2021, this board is made up of current Bookmark volunteers. The purposes of the board are to provide feedback, inspiration, challenge, guidance and occasional system testing to ensure the charity continues to provide a fulfilling and beneficial volunteer experience. This is a great step forward for the charity, in ensuring our volunteers' voices are heard in our development and service delivery
- Operations – Bookmark's Central Team, responsible for onboarding volunteer applicants, drove up the efficiency of their processes and volunteer engagement significantly, which reduces our time to onboard volunteers from an average 50 days to 21 days

Our plans for the future

We plan to respond to the literacy challenge in the UK and positively impact children's reading attainment, enjoyment, and confidence in a safe and meaningful way. To do this, we aim to:

- Scale up our online reading programme, whilst re-instating and expanding our face-to-face reading programme, so that we may provide impactful reading support to even more children, in locations throughout England and Wales
- Attract and retain great partner schools who will not only have an excellent experience with Bookmark, but will proactively and regularly identify, throughout an academic year, children who will most benefit from additional one-to-one reading support from Bookmark volunteers
- Grow and develop an empowered community of trained, vetted and safeguarded volunteers who can provide regular and impactful reading support for more children, more often throughout an academic year



TRUSTEES' REPORT (continued)

- Drive down the cost of our reading programme through more efficient and effective ways of working, by increasing the frequency at which each of our partner schools and onboarded volunteers engage in our reading programmes during an academic year, and by increasing the volume of reading programmes that our partner schools and onboarded volunteers engage in at any one time
- Build a sustainable fundraising programme to deliver the income required to confidently support Bookmark activities
- Attract, retain and develop great people who are focussed on - and supported to - deliver our shared mission to their best ability

We will do this through:

- Highly motivated people and efficient processes, so that we can help more children with the same resource
- Value-for-money, innovative technology solutions to enable and support a scalable operation
- Effective, mutually beneficial partnerships to further our aims, implementing measures to ensure a strong ROI on any partnership activity
- Sustainable funding from varied income streams, to avoid over-reliance on specific donors or organisations
- Improved visibility and brand awareness, in order to be able to attract more donors, volunteers and schools
- Using the tools and initiatives required to ensure we are measuring the impact we make on children's attainment, enjoyment, and confidence when reading

The intention in the academic year 2021/22 and onwards, is to continue providing online reading support and reinstate our face-to-face reading programmes alongside it, from Autumn Term 2021. Bookmark offers support for children in Years 1 to 4 (aged 5 to 9 years old) who are at risk of not meeting the expected standard for reading.

By 31 August 2024, we plan to deliver over 500,000 reading sessions in more than 800 schools, with over 8,000 volunteers.

Bookmark's impact and evidence

At Bookmark, our aim is to improve the reading attainment of children aged 5 to 9 years old who are either not meeting or at risk of not meeting the expected standard in reading for their age. We are also committed to improving children's attitudes towards reading (including reading confidence, enjoyment and motivation) with the aim that this will lead to improvements in their reading attainment. The former is well evidenced to be a key factor in children's reading development - in fact, the National Literacy Trust found that young people who very much enjoy reading are three times as likely to read above the level expected for their age as young people who don't enjoy reading at all.

Vital to achieving this is making sure that our programmes are based on data and research, to ensure that we can have the maximum impact. Our programme was designed using evidence-based recommendations from The Education Endowment Foundation (EEF), The Open University (The OU) and The Organisation for Economic Co-operation and Development (OECD). Additionally, in December 2020, Bookmark commissioned the National Literacy Trust to review both our face-to-face and online reading programmes against the evidence base regarding effective literacy interventions for primary school. They found that Bookmark's reading programmes are well designed and align well with existing evidence. The full report is available [here \(www.bookmarkreading.org/impact\)](http://www.bookmarkreading.org/impact).

Academic year 2019/20

In academic year 2019/20, Bookmark commissioned the National Literacy Trust to conduct an independent evaluation of the impact of our six-week reading programme on the reading attainment and attitudes towards reading of pupils on the Bookmark programme. The National Literacy Trust concluded that:

"The Bookmark Reading programme has an impact on pupils, in particular on their reading engagement and confidence but also on their reading skills. The programme is also beneficial for pupils more widely and provides children important opportunities to read with an adult" – National Literacy Trust, Bookmark Impact Report 2020



TRUSTEES' REPORT (continued)

Data was collected for this evaluation through teacher surveys conducted at the end of the school year, volunteer surveys conducted throughout the year (and at year end), and interviews with teachers and volunteers. The National Literacy Trust evaluation had originally sought to collect baseline and end of year reading attainment and attitudinal data for all pupils on the Bookmark programme, and their peers. However, due to the COVID-19 pandemic and resulting school closures, it was not possible to collect end of year data and the evaluation was therefore adjusted to focus solely on perceptions of impact from teachers and volunteers.

Irrespective of the shorter school year, the impact of our literacy interventions is evident. Findings from the evaluation showed that the Bookmark programme was successful in achieving our key aims of improving children's enjoyment of reading, improving children's confidence with reading, and improving children's reading attainment. Teachers also noticed that their pupils benefitted from:

- **One-to-one attention.** *"This programme was very beneficial for a child who finds the classroom overwhelming at times. The 1:1 attention was extremely beneficial for her self-esteem, confidence and general well-being."* – Teacher at a Bookmark School
- **Improved self-esteem.** *"The programme changed this pupil's attitude towards reading and also helped to improve their behaviour and self-esteem over a short period of time."* – Teacher at a Bookmark School
- **Meeting diverse role models.** *"This is about them improving their reading ultimately but the way that Bookmark does that is through the relationships that they build with these volunteers and by having a great time with this really cool adult that they've met. All of that adds up to them trying harder when they are doing their reading."* – Teacher at a Bookmark School

Academic year 2020/21

In 2020/21 we continued to evaluate our impact on pupil's reading attainment and attitudes towards reading. We did this through:

- The collection of baseline and end of year reading level data for all pupils supported by Bookmark
- Termly and end of year teacher surveys
- Regular volunteer surveys (end of programme and end of year)
- Volunteer focus groups
- Pupil focus groups
- Teacher interviews

We also worked in partnership with the central team at Ark Multi Academy Trust to collect, share and analyse pupil data, which will enable us to further evaluate the impact of our reading programme. For all Year 2 and 3 pupils at the 24 Ark schools that we have been working with this academic year, we will have additional attainment and attitudinal data:

- Baseline, midpoint and end of year NGRT reading assessment scores for all pupils (both those that have taken part in the Bookmark programme and those who have not, to serve as a control group)
- Baseline and end of year attitudinal surveys completed by all pupils (both those that have taken part in the Bookmark programme and those who have not, to serve as a control group)

We are in the process of completing our impact evaluation at the time of writing this, the results of which were made available in September 2021. We will publish a short, highly visual impact report that will allow us to communicate the findings of our impact evaluation to all of our stakeholders. We will also use the dedicated impact section of our website to host a digital version of the report.

Going forward, meaningful impact reporting is crucial for:

- Continuous development and improvement of our reading programmes
- Fundraising and corporate engagement
- School attraction and retention



TRUSTEES' REPORT (continued)

- Volunteer attraction and retention
- Engaging with external organisations
- Building impactful projects and partnerships with other charities

Due to the ongoing uncertainty regarding schools and any potential re-closures in the next academic year, Bookmark has committed to internally evaluate our impact during 2021/22. We will also seek to continue to work with our Multi Academy Trust partners on data collection, sharing and analysis. It is then likely that a repeat independent evaluation of our programme will take place in academic year 2022/23.

Measuring our impact in 2021/22

The change we want to make	<ul style="list-style-type: none"> • A positive impact on pupils' reading attainment • A positive impact on pupils' enjoyment of reading, confidence in reading, reading motivation and reading frequency • A positive impact on pupils' comprehension skills, vocabulary and reading fluency
What we plan to measure	<ul style="list-style-type: none"> • Changes in pupils' reading attainment pre and post intervention • Changes in pupils' attitudes towards reading pre and post intervention • We will also collect data on a range of measures related to volunteer and school experience of Bookmark, including levels of overall satisfaction, effectiveness of training, support and resources and usability of technology
How we will measure it	<p>Teacher and volunteer data:</p> <ul style="list-style-type: none"> • Teacher surveys and interviews • Volunteer surveys and interviews <p>Pupil data:</p> <ul style="list-style-type: none"> • Reading level data • Attitudinal data, through surveys and play-based focus groups • Demographic data e.g. gender, age, BAME, EAL, SEN and Pupil Premium • Numerical data, such as number of programmes complete and number of children supported
How we will use what we learn	<ul style="list-style-type: none"> • Continuous evaluation of data will allow us to be responsive to volunteer and school needs and to make evidence-based operational changes • Annual evaluation of outcomes will create the opportunity for a period of learning and development over the Summer holidays and will support school and volunteer attraction each new academic year • Stand-alone evaluations of pilot projects will inform wider learning and development while also helping us to develop and sustain relationships with partner organisations • Robust evaluation would allow us, should we deem it necessary and appropriate, to build towards the long-term aim of an additional independent external evaluation of the impact of our reading programme, for example a Randomised Control Test carried out by the Education Endowment Foundation
How we will communicate what we learn	<ul style="list-style-type: none"> • We aim to publish annual impact report that are similar to that published in September 2021, based on either internal or external evaluation of our impact • In order to effectively communicate our impact to our stakeholders, our impact reports will combine quantitative and qualitative data - including extended case studies



TRUSTEES' REPORT (continued)

This academic year, 45% of our beneficiaries received Pupil Premium Grants (PPG) and we expect to see this number, or higher, in the future. PPG provides additional funding to schools, for raising the attainment of disadvantaged pupils of all abilities to reach their potential, and for supporting children and young people with parents in the regular armed forces². A further 31% of our beneficiaries had English as an Additional Language (EAL). 48% of our beneficiaries are of Black, Asian, and minority ethnicity (BAME), 2% are Looked After Children (LAC) and 13% have Special Educational Needs (SEN).

For the children who need us, we are changing the story.

Public benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit when reviewing our strategic aims and in planning the activities of the Charity.

The Trustees have satisfied themselves that Bookmark meets the public benefits requirements, in particular:

1. The objectives of the Charity are clear – Bookmark was set up to advance the education of children in the United Kingdom, in particular by promoting and supporting the development of literacy;
2. The aims and activities of the Charity are directly related to its objective, as set out in this report;
3. The people who receive support are entitled to do so according to the criteria set out in the Charity's objectives – all of Bookmark's work is focused on children in the UK who require additional reading support.

Financial Review

In the 17 month financial period to 31 August 2020, the income in our audited financial statements was £2.036m and in the 12 month financial period to 31 August 2021 Bookmark's total income was £2.23m. Key successes, despite a challenging COVID-19 fundraising environment, included a new £100,000 corporate partner, six successful COVID-19 specific Trust and Foundation applications, and four new members of The Literacy Network. No physical fundraising events took place due to COVID-19 restrictions but a virtual event was used alongside other activities, to engage and steward donors.

We have successfully diversified our income to include new donors and we've established a robust pipeline of potential corporate partners, trusts and foundations, and philanthropists. A strategic priority of the fundraising team over the next three years is to continue to grow income from sources beyond the Pindar network, which will help to prevent an over reliance developing on any one set of donors. We do remain confident that the Pindars and Literacy Capital plc will remain committed, long-term supporters as they care passionately about improving literacy in the UK. Sharon Pindar knows from personal experience, the impact poor literacy can have on a person's life, and that of their families.

We closely manage all spend, ensuring value for money and utilising pro-bono support where possible. To date, we have built up reserves equivalent to 7.22 months spend and will retain our reserves policy at 6 months spend. We aim to ensure reserves fluctuate within 20% of our reserves policy.

In order to realise the strategic objectives that the charity has set out, we aim to grow and diversify our sources of income so that we can realise:

- £2.4m of income by 31 August 2022
- £2.8m of income by 31 August 2023
- £3.7m of income by 31 August 2024

²

<https://www.gov.uk/government/publications/pupil-premium-allocations-and-conditions-of-grant-2019-to-2020/pupil-premium-conditions-of-grant-2019-to-2020>



TRUSTEES' REPORT (continued)

Structure, Governance and Management

Constitution

Bookmark Reading Charity is both a registered charity and a company limited by guarantee. It was incorporated as a limited company on 8th December 2017 and registered as a charity on 23 March 2018. The Charity changed its name from Bookmark Reading Limited to Bookmark Reading Charity on 28 January 2018. It is governed by its Memorandum of Association.

Governance and management

The Articles of Association require that there are not less than two and not more than eight Trustees and at least one Trustee must be a natural person. A Trustee may hold office for a period of three years and any retiring Trustee who remains qualified may be re-appointed. Sharon Pindar, Paul Fletcher and Phil Neal were all reappointed as Trustees following three years in office on the 8th December 2020. The Board of Trustees meets quarterly, and ensures the Charity is well managed and operating within agreed policies, the law and its budget.

The Trustees have reviewed the Charity Governance Code and are using the principles and recommended practice for good governance to effectively manage and control the charity.

The Charity is governed by a Board of Trustees, comprising of Sharon Pindar (Chair of Trustees), Paul Fletcher (Treasurer), Charlie Walker (Trustee), and Phil Neal (Trustee). Each new Trustee is given appropriate induction and training relevant to their responsibility. At least one Trustee on the Board is a trained reading volunteer.

The Board delegates the day-to day management of the Charity to the Chief Executive Officer and the Senior Leadership Team.

Fundraising

Bookmark Reading Charity is compliant with the standards set by the Fundraising Regulator in its 'Code of Fundraising Practice'. We are pleased to make this commitment and feel it gives both our donors and supporters confidence in our fundraising practices. Bookmark's fundraising team has experience in the Code of Fundraising Practice and associated Rulebooks.

We are mindful during our fundraising activities not to be unreasonably persistent or to apply undue pressure on anyone, or to intrude on anyone's privacy. The Charity did not undertake any telephone, doorstep or lottery fundraising in the year.

The Charity received no complaints relating to its fundraising activities during the year.



TRUSTEES' REPORT (continued)

Pay Policy for Key Management Personnel

The Trustees consider the Board of Trustees and the Senior Leadership Team comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give of their time freely and no Trustee received remuneration in the year. Details of Trustees' expenses and related party transactions are disclosed in notes 20 and 21 to the accounts. The pay of the Chief Executive Officer and senior staff is reviewed annually based on performance and normally increases in accordance with average earnings. Due to COVID-19 uncertainties, there was no pay review for the Senior Leadership Team, including the Chief Executive Officer, in April 2020.

The remuneration is set to ensure it is both fair but also will attract and retain staff of the appropriate calibre and experience required by the Charity.

Staff and Volunteers

At the 31st August 2021, Bookmark had a team of 32. The Charity also had 1,167 vetted and trained volunteers.

In addition to the Charity's Board of Trustees, Bookmark has established the following Boards:

- Corporate Partnerships Board – responsible for devising and implementing plans to generate income for the Charity from the corporate sector and identifying sources of corporate volunteers
- Literacy Advisory Board – responsible for providing inspiration, challenge, guidance and thought leadership to the Board and Charity's Senior Leadership Team to ensure the Charity continues to provide effective literacy support to children and schools who need it
- Technology Advisory Group – the primary purpose of the Technical Advisory Group is to advise on how best to apply industry best practice, provide a comprehensive peer review and oversight of our current and future technology developments. They also ensure the Charity receives input from different technology sectors to support, confirm and challenge our decision making and development
- Volunteer Advisory Board – responsible for providing feedback, inspiration, challenge, guidance and occasional system testing to ensure Bookmark continues to provide a fulfilling and beneficial volunteer experience

These four boards have no delegated authorities, cannot pass resolutions on behalf of the Charity, and cannot direct the Senior Leadership Team or other employees of the Charity.

All our staff, volunteers and supporting boards are vital to the work of the Charity and they have contributed enormously to the success of the organisation, and to the services it provides. The Trustees record their sincere appreciation of the contribution from all our staff, volunteers and supporting boards.

Donated Services

We are extremely grateful to the various organisations and individuals who have supported us. We have been provided with management consultancy, legal advice, data warehouse and analytic support, and other incredibly helpful support.



TRUSTEES' REPORT (continued)

Reserves Policy

While the Charity has started to develop a range of income generating activities to support its charitable activities, Bookmark Reading Charity is heavily reliant on voluntary donations. The majority of this income must be newly generated each year. Bookmark's donors to date have mainly comprised of a small number of significant contributors including Trusts and Foundations, Major Donors and Corporate Partners. To prevent an over reliance developing on any one set of donors, we plan to continue diversifying our income through engaging new supporters. Our emphasis remains on building long-term sustainable support from corporate donors, trusts and foundations and major givers.

The Trustees duly consider the uncertainties around funding when setting the Charity's reserves policy. The Trustees aim to generate reserves that are sufficient to underpin the commitment to the continued growth and development of our services. To date, we have built up unrestricted reserves equivalent to 7.22 months' spend with the intention of holding unrestricted reserves equivalent to 6 months' spend over the coming 12 months.

The Trustees are pleased to report that the Charity has a robust balance sheet, which will be used to continue to provide services to support its charitable objectives in the UK.

Risk management

The Senior Leadership Team meet monthly to discuss our risks. Following NCVO best practice, the risk management process has involved the identification, evaluation, and control of risks. Whilst we are not able to eliminate all risks entirely (this would be very difficult and not cost effective), we do aim to reduce the risk to a level that the charity is comfortable with (the risk appetite).

When identifying risks, we assign risk owners and categorise them into the following areas:

- External and Impact
- Regulatory and Compliance
- Financial Sustainability
- Governance
- Operational
- Safeguarding
- Fundraising

We then analyse and score the risks by likelihood (rare, unlikely, possible, probable, certain) and impact (insignificant, minor, moderate, significant, major). These scores are multiplied to give us our initial risk score. We then calculate our target risk score using similar measures in order to identify our risk appetite.

The Senior Leadership Team record all controls that are in place to mitigate each risk and then calculate the residual risk. If this is higher than the target risk, we identify further initiatives and actions to reduce the risk to an acceptable level.

At the monthly meetings, we prioritise the risk log by the residual risk score so that we focus our efforts on areas where it is most needed. This involves assurance that the controls in place are working and that progress is being made on the actions to further reduce the risk.

A quarterly review of the principle risks and uncertainties that the Charity faces is completed by the Trustees. The Trustees are satisfied that systems are in place to manage exposure to the major risks and actions are taken as appropriate to reduce the overall level of risk.



TRUSTEES' REPORT (continued)

Trustees' Responsibilities in Relation to the Financial Statements

The Charity Trustees (who are also Directors for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources for that year. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business

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

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website.

Appointment of Auditors

Hazlewoods have been appointed as Auditors for the year ending 31 August 2021 and they have confirmed their willingness to continue in office.

Approval

25th October

This report was approved by the Trustees on

2021 and signed on their behalf.

Sharon Pindar
Chair of Trustees



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK READING CHARITY FOR THE YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the financial statements of Bookmark Reading Charity (the 'charitable company') for the year ended 31 August 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2021 and of its incoming resources and application of resources, including its income and expenditure, 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 we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK READING CHARITY FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

Other information

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

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors Report included in the Trustees' Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations necessary for the purposes of our audit.



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK READING CHARITY FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

Responsibilities of the trustees

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

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

Our 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks applicable to the company financial statements or that had a fundamental effect on the operations of the company. We determined that the most significant laws and regulations included UK GAAP, UK Companies Act 2006, and taxation laws;
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the engagement team included challenging assumptions and judgments made by management in its significant accounting estimates and identifying and testing journal entries, in particular any journal entries posted with unusual characteristics.

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. This description forms part of our auditor's report.



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK READING CHARITY FOR THE YEAR ENDED 31 AUGUST 2021 (continued)

Use of our report

This report is made solely to the charity'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 charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....
Scott Lawrence FCA
(Senior Statutory Auditor)

For and on behalf of:
Hazlewoods LLP
Chartered Accountants and Statutory Auditors
Staverton Court
Staverton
Cheltenham
GL51 0UX

Date:



STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)

	Note	Unrestricted £	Restricted £	12 months to 2021 Total £	17 months to 2020 Total £
Income					
- Donations and Legacies	2	1,656,054	555,481	2,211,535	1,955,634
- Investment Income	3	22,050	-	22,050	80,548
Total income	4	1,678,104	555,481	2,233,585	2,036,182
Expenditure:					
- Raising funds	5	(261,007)	-	(261,007)	(238,104)
- Charitable Activities	6	(973,176)	(441,971)	(1,415,147)	(1,372,577)
- Governance and support costs	7	(7,838)	-	(7,838)	(10,454)
Total expenditure		(1,242,021)	(441,971)	(1,683,992)	(1,621,135)
Net income before transfers		436,083	113,510	549,593	415,047
Transfers between funds		6,389	(6,389)	-	-
Net income for the period		442,472	107,121	549,593	415,047
Balances brought forward 31 st August 2020		572,933	85,314	658,247	243,200
Balances carried forward 31 st August 2021	15	1,015,405	192,435	1,207,840	658,247

All income and expenditure is derived from continuing activities and is unrestricted.
All gains and losses recognised in the year are included above.



BALANCE SHEET

	Note	31 August 2021 Total £	31 August 2020 Total £
FIXED ASSETS			
Intangible fixed assets	10	153,879	174,248
Tangible fixed assets	11	9,226	18,452
Investments	12	1	1
		<u>163,106</u>	<u>192,701</u>
CURRENT ASSETS			
Debtors, prepayments and accrued Income	13	81,137	98,932
Cash at bank and in hand		1,017,889	471,115
		<u>1,099,026</u>	<u>570,047</u>
CURRENT LIABILITIES			
Creditors and accruals	14	(54,292)	(104,501)
		<u>(54,292)</u>	<u>(104,501)</u>
NET CURRENT ASSETS		<u>1,044,734</u>	<u>465,546</u>
NET ASSETS		<u>1,207,840</u>	<u>658,247</u>
REPRESENTED BY:-			
Restricted funds	16	192,435	85,314
Unrestricted funds	15	1,015,405	572,933
		<u>1,207,840</u>	<u>658,247</u>

The notes on pages 24 to 37 form part of these financial statements.

In approving these financial statements as Trustees of the company, the Trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

Approved by the Trustees on ^{25th October} 2021


Sharon Pindar (Chair of Trustees)

Company Number: 11104438



CASH FLOW STATEMENT

	Notes below	2021 £	2020 £
Net cash provided by (used in) operating activities	A	636,422	544,012
Cash flows from investing activities:			
Purchase of intangible fixed assets		(87,467)	(177,000)
Purchase of fixed assets		(2,181)	(22,166)
Change in cash and cash equivalents	B	546,774	344,846

A. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting year	549,593	415,047
Adjustments for:		
Depreciation of tangible fixed assets	10,434	12,802
Amortisation of intangible fixed assets	84,939	81,614
Loss on disposal of tangible fixed assets	973	-
Loss on intangible assets written off	22,897	46,838
Decrease / (increase) in debtors	17,795	(74,360)
(Decrease)/ increase in creditors	(50,209)	62,071
Net cash provided by /(used in) operating activities	636,422	544,012

B. ANALYSIS OF THE CASH AND CASH EQUIVALENTS

	2020 £	Change In year	2021 £
Cash at bank and in hand	471,115	546,774	1,017,889
Change in cash and cash equivalents	471,115	546,774	1,017,889



NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

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 financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Bookmark Reading Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Basis of preparation of financial statements

These financial statements are prepared under the historical cost convention adopting the following principal accounting policies, all of which are in accordance with Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Going Concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast a significant doubt on the ability of the Charity to continue as a going concern. The Charity has robust controls and measures in place to ensure it closely manages all spend, receives value for money, and has adequate funding in place before entering into future commitments. The Charity uses its CRM system to track all funding opportunities, taking into account stage, probability of success and prudent close dates to calculate its probability weighted income forecast. This information is reflected in a detailed weekly cash forecasting exercise to ensure the Trustees and Senior Leadership Team have adequate oversight of the Charity's projected cash position.

The Trustees make this assessment in respect of one year from the date of approval of the financial statements. The Trustees have also considered the impact of COVID-19 in respect of going concern, to ensure that the charity can continue with its activities in the future. On review, the Trustees have concluded that they are to adopt the going concern basis in preparing the annual financial statements.

Incoming resources

Donations and legacies represent amounts received during the year. Gifts in kind for use by the Charity are recognised as incoming resources when receivable at a reasonable estimate of their value.

Donations and grants receivable for specific purposes are credited to the statement of financial activities in the year to which they relate as soon as conditions for receipt have been met.



NOTES TO THE FINANCIAL STATEMENTS (continued)

1 ACCOUNTING POLICIES (continued)

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by Donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Expenditure

All expenditure is accounted for under the accruals concept.

Costs are allocated between charitable costs, cost of raising funds and governance costs. Shared costs have been apportioned across these three headings and where appropriate into restricted expenditure, according to best estimate of usage. The irrecoverable element of Value Added Tax is included with the item of expense to which it relates. Depreciation is allocated to expenditure headings on the basis of the use of the assets concerned.

Pension costs

Contributions payable on behalf of employees to the defined contribution pension scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

Intangible fixed assets

All expenditure on acquisition, enhancement, production and installation and all intangible fixed assets received by way of donation are capitalised as intangible fixed assets. Intangible fixed assets are stated in the balance sheet at cost less depreciation, or in respect of donated assets, at estimated value at the date of donation less depreciation.

Amortisation is calculated to write off the cost or valuation of intangible assets over their estimated useful lives at the following rates:

Software assets	3 years straight line
Assets under construction	Nil

Tangible fixed assets

All expenditure on acquisition, enhancement, production and installation and all fixed assets received by way of donation are capitalised as fixed assets. Fixed assets are stated in the balance sheet at cost less depreciation, or in respect of donated assets, at estimated value at the date of donation less depreciation. Portable computers are not capitalised, unless purchased with an extended warranty.

Depreciation is calculated to write off the cost or valuation of tangible assets over their estimated useful lives at the following rates:

Computer and office equipment	33% of cost per annum
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NOTES TO THE FINANCIAL STATEMENTS (continued)

1 ACCOUNTING POLICIES (continued)

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.

Cash at bank and in hand

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

Creditors and provisions

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

Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Operating leases

The cost of and income from operating leases is charged and credited to the profit and loss account on a straight-line basis over the lease term.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.



NOTES TO THE FINANCIAL STATEMENTS (continued)

2 INCOME FROM DONATIONS

	Unrestricted	Restricted	12 months to 2021	17 months to 2020
	£	£	£	£
Donations and Legacies:				
- Donated services	82,265	-	82,265	135,520
- Individual donations	16,586	12,959	29,545	50,345
- Corporate donations	1,121,238	86,816	1,208,054	677,899
- Trusts and foundations donations	96,250	372,361	468,611	66,041
- Major donations and Pindar family donations	251,384	77,335	328,719	485,691
- Gift aid	58,651	-	58,651	94,595
- Instagiv / Justgiving donations	7,934	6,010	13,944	4,228
- Corporate fundraising events / Charity Challenge	9,384	-	9,384	5,485
- Charity fundraising events	-	-	-	342,530
- School contributions	744	-	744	450
	<u>1,644,436</u>	<u>555,481</u>	<u>2,199,917</u>	<u>1,862,784</u>
Grants:				
- Furlough income	11,618	-	11,618	92,850
	<u>1,656,054</u>	<u>555,481</u>	<u>2,211,535</u>	<u>1,955,634</u>

Furlough income of £11,618 (2020: £92,850) represents income receivable from the UK Government's Coronavirus Job Retention ('Furlough') Scheme in respect of staff furloughed from mid-March 2020 due to the impact of the Coronavirus pandemic.

Included in Restricted Income are funds received in the year ending 31 August 2021 of £190,790 relating to activities and expenditure due to be delivered in the year ending 31 August 2022.

3 INVESTMENT INCOME

	Unrestricted	Restricted	12 months to 2021	17 months to 2020
	£	£	£	£
Bank interest	524	-	524	1,895
Income from subsidiary	21,526	-	21,526	78,653
	<u>22,050</u>	<u>-</u>	<u>22,050</u>	<u>80,548</u>

The retained profits of Bookmark Reading Trading Limited for the year ending 31 August 2021 of £21,526 (2020: £78,653) were donated to Bookmark Reading Charity in the form of a Gift Aid donation.



NOTES TO THE FINANCIAL STATEMENTS (continued)

4 NET INCOME FOR THE YEAR

	Unrestricted	Restricted	12 months 2021	17 months to 2020
	£	£	£	£
This is stated after charging:				
Depreciation	10,434	-	10,434	12,802
Amortisation	81,102	3,837	84,939	81,614
Loss on write off of intangible asset	22,897	-	22,897	46,838
Loss on disposal of tangible fixed assets	973	-	973	-
Audit Fee	7,440	-	7,440	7,200

5 COST OF RAISING FUNDS

	Unrestricted	Restricted	12 months to 2021	17 months To 2020
	£	£	£	£
Staff costs	140,518	-	140,518	75,969
Legal & professional	-	-	-	11,940
Marketing	378	-	378	239
Premises and IT costs	12,502	-	12,502	19,825
Fundraising costs	36,403	-	36,403	110,960
Other costs	1,300	-	1,300	102
Shared costs (finance, marketing and central costs)	69,906	-	69,906	19,069
	261,007	-	261,007	238,104

6 CHARITABLE EXPENDITURE

	Unrestricted	Restricted	12 months to 2021	17 months to 2020
	£	£	£	£
Staff costs	203,160	351,992	555,152	603,651
Programme and volunteer costs	84,787	44,726	129,513	63,109
Legal & professional	8,236	1,094	9,330	25,150
Marketing	2,089	2,184	4,273	9,676
Premises and IT costs	236,361	41,975	278,336	307,690
Other costs	858	-	858	995
Shared costs (finance, marketing and central costs)	437,685	-	437,685	362,306
	973,176	441,971	1,415,147	1,372,577



NOTES TO THE FINANCIAL STATEMENTS (continued)

7 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Unrestricted	Restricted	12 months to 2021	17 months to 2020
	£	£	£	£
Legal & professional	350	-	350	795
Other costs	48	-	48	59
Accountancy Costs	7,440	-	7,440	9,600
	7,838	-	7,838	10,454

8 STAFF COSTS AND NUMBERS

	Unrestricted	Restricted	12 months to 2021	17 months to 2020
	£	£	£	£
Fundraising				
Salaries	125,142	-	125,142	66,366
Social Security	11,603	-	11,603	5,989
Pension costs	3,416	-	3,416	2,006
	140,161	-	140,161	74,360
Charitable Activities				
Salaries	180,148	310,642	490,790	528,256
Social Security	14,391	29,374	43,765	51,813
Pension costs	6,189	11,976	18,165	18,669
	200,728	351,992	552,720	598,738
Shared Salaries				
Salaries	326,879	-	326,879	238,548
Social Security	34,243	-	34,243	22,238
Pension costs	14,955	-	14,955	9,313
	376,078	-	376,078	270,099
Total	716,967	351,992	1,068,959	943,197



NOTES TO THE FINANCIAL STATEMENTS (continued)

8 STAFF COSTS AND NUMBERS (continued)

The average number of full time equivalent employees (excluding Trustees) was:

	2021	2020
Fundraising	4	1
Charitable Activities	16	12
Shared Personnel	7	3
	27	16

The number of employees whose emoluments (salaries, wages and benefits in kind but excluding compensation for loss of office) for the year to 31 August 2021 fell within the following bands was as follows:

	2021 £	2020 £
£70,000 - £80,000	2	-
£80,000 - £90,000	-	-
£90,000 - £100,000	-	3

The key management personnel of the Charity comprise the Chief Executive Officer, the Chief Technical Officer, the Chief Financial Officer, the Head of Marketing and Communications, the Head of Fundraising and the Chief Operating Officer. The total employee benefits of the key management personnel of the Charity for the year to 31 August 2021 were £350,239 (2020: £352,474).

The Charity is supported by volunteers who receive no remuneration.

No Trustee has received remuneration during the year. The details of reimbursement of Trustees' expenses is included within Note 20.

9 CORPORATION TAX

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.



NOTES TO THE FINANCIAL STATEMENTS (continued)

10 INTANGIBLE FIXED ASSETS

	Software Assets	Assets under Construction	Total
	£	£	£
Cost			
At 1 September 2020	235,825	-	235,825
Additions	6,534	80,933	87,467
Transfers to asset	58,800	(58,800)	-
Disposals	(33,880)	-	(33,880)
At 31 August 2021	267,279	22,133	289,412
Depreciation			
At 1 September 2020	61,577	-	61,577
Charge for the year	84,939	-	84,939
Disposals	(10,983)	-	(10,983)
At 31 August 2021	135,533	-	135,533
Net book value			
At 31 August 2020	174,248	-	174,248
At 31 August 2021	131,746	22,133	153,879

11 TANGIBLE FIXED ASSETS

	Office Equipment	IT Equipment	Total
	£	£	£
Cost			
At 1 September 2020	3,927	30,494	34,421
Additions	-	2,181	2,181
Write Offs/Disposals	(995)	(4,646)	(5,641)
At 31 August 2021	2,932	28,029	30,961
Depreciation			
At 1 September 2020	1,439	14,530	15,969
Charge for the year	1,142	9,292	10,434
Write Offs/Disposals	(594)	(4,074)	(4,668)
At 31 August 2021	1,987	19,748	21,735
Net book value			
At 31 August 2020	2,488	15,964	18,452
At 31 August 2021	945	8,281	9,226



NOTES TO THE FINANCIAL STATEMENTS (continued)

12 INVESTMENTS

	2021	2020
	£	£
Investment in subsidiary	1	1

The wholly owned subsidiary, Bookmark Reading Trading Limited, is a company registered in England and Wales. It is used to operate the non-charitable activities of Bookmark Reading Charity.

Bookmark Reading Trading Limited has only one share of £1 in issue, which is held by Bookmark Reading Charity.

The activities and results of Bookmark Reading Trading Limited were:

	2021	2020
	£	£
Turnover	22,523	76,108
Administrative expenses	(983)	(1,105)
Interest receivable	1	16
Interest payable and similar charges	(15)	(13)
Corporation tax	-	703
Profit for the period	21,526	75,709

At 31 August 2021, Bookmark Reading Trading Limited had the following assets and liabilities:

	2021	2020
	£	£
Debtors	1,737	1,145
Cash at bank and in hand	2,239	77,769
Creditors: Amounts due within one year	(3,975)	(78,913)
	1	1
Share capital	1	1
Reserves	-	-
	1	1

Consolidated accounts for Bookmark Reading Charity have not been prepared as the investment is not deemed to be material.



NOTES TO THE FINANCIAL STATEMENTS (continued)

13 DEBTORS

	2021	2020
	£	£
Trade debtors	750	11
Prepayments	45,974	21,051
Accrued income	34,413	2,914
Amounts owed by related parties	-	74,956
	81,137	98,932

Accrued income relates to gift aid claims which the Charity is entitled to before the year end but which were received after the year end.

14 CREDITORS – amounts falling due within one year

	2021	2020
	£	£
Trade creditors	8,699	11,592
Accruals	11,333	17,073
Deferred income	4,060	51,450
Taxation and social security	23,882	19,457
Pensions contributions	6,268	4,929
Amounts owed to related parties	50	-
	54,292	104,501

The remaining deferred income of £4,060 (2020: £1,450) relates to donations received before the year end for a charitable event due to take place after the year end. These donations would only be recognised once the event has taken place or when the Charity was authorised to do so by the donor and would otherwise be repaid on demand if the event did not take place.



NOTES TO THE FINANCIAL STATEMENTS (continued)

15 ANALYSIS OF UNRESTRICTED FUND MOVEMENTS

Name of Fund	Balance 1 September 2020 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance 31 August 2021 £
General fund	572,933	1,678,104	1,242,021	6,389	1,015,405
Restricted Funds	85,314	555,481	441,971	(6,389)	192,435
	658,247	2,233,585	1,683,992	-	1,207,840

16 ANALYSIS OF RESTRICTED FUND MOVEMENTS

Name of Fund	Balance 1 September 2020 £	Incoming resources £	Resources expended £	Transfers between funds £	Balance 31 August 2021 £
Literacy Capital grant	1,800	-	1,800	-	-
Wandsworth grant	7,217	-	7,217	-	-
CVC Support grant*	-	60,000	58,064	(1,936)	-
Headsets fund	2,259	-	2,259	-	-
Bridgepoint*	-	-	1,400	1,400	-
The Big Give fund*	74,038	-	71,824	(2,214)	-
Drapers	-	10,000	6,666	-	3,334
Clarion Old Ford	-	4,935	3,290	-	1,645
Rank Group Foundation	-	30,000	30,000	-	-
Westminster Community Fund	-	10,020	8,198	-	1,822
Literacy Capital Grant	-	16,800	16,800	-	-
Big Give Christmas	-	100,310	68,808	-	31,502
Rank Covid	-	25,000	25,000	-	-
Time to Shine	-	14,045	11,579	-	2,466
Garfield Weston	-	100,000	58,334	-	41,666
Julia and Hans Rausing*	-	48,361	44,722	(3,639)	-
Postcode Lottery	-	20,000	20,000	-	-
Local Giving	-	6,010	6,010	-	-
Batchworth	-	10,000	-	-	10,000
The Big Give fund*	-	100,000	-	-	100,000
	85,314	555,481	441,971	(6,389)	192,435

* Transfers between funds consist of £(11,697) (2020: £nil) transferred from restricted to unrestricted funds, relating to the purchase of capital assets for unrestricted use by the Charity. This is offset by £5,308 (2020: £nil) in relation to restricted expenditure that has been transferred to unrestricted funds, owing to the nature of the expenditure.



NOTES TO THE FINANCIAL STATEMENTS (continued)

17 CAPITAL

The Company does not have a share capital as it is limited by guarantee. Each of the Members is a guarantor to the extent of £1 in the event of the Company being wound up whilst they are Members, in respect of debts and liabilities contracted before they ceased to be a Member. There were 3 Members at 31 August 2021 (3 Members at 31 August 2020).

18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Restricted funds	31 August 2021	31 August 2020
	£	£	£	£
Intangible fixed assets	153,879	-	153,879	174,248
Tangible fixed assets	9,226	-	9,226	18,452
Investments	1	-	1	1
Cash at bank and in hand	825,454	192,435	1,017,889	471,115
Other net (liabilities)/assets	26,845	-	26,845	(5,569)
	1,015,405	192,435	1,207,840	658,247

19 CAPITAL COMMITMENTS

At 31 August 2021 the Charity had total capital commitments of £nil (2020: £nil) relating to the intangible software development costs either contracted or authorised by the Trustees.

At 31 August 2021 the Charity had total operating lease commitments of £33,984 (2020: £35,172) relating to the lease of the Charity's office building and a photocopier.

The amount of non-cancellable operating lease payments recognised as an expense during the year was £109,628 (2020: £149,089)

20 TRUSTEES EXPENSES AND REMUNERATION

The Charity Trustees are not remunerated. During the year Trustee, Sharon Pindar received reimbursement of expenses of £nil (2020: £2,253). These reimbursed expenses relate to charity events, as well as other small consumable items. No other Trustees were reimbursed expenses during the year.

21 RELATED PARTY TRANSACTIONS

During the year, the charity received £642,913 (2020: £550,223) from Literacy Capital plc in the form of corporate donations, grants and payments for charity events. Literacy Capital plc is a company in which P Pindar, spouse of Trustee Sharon Pindar, is a director. Of this amount, a total of £61,816 (2020: £9,213) was restricted income and £581,097 (2020: £541,010) was unrestricted income.

During the year, the charity paid £108,000 (2020: £146,700) to Literacy Capital plc in relation to rent for the Charity's office building. At the year end, there was a balance of £27,000 (2020: £nil) included in debtors in relation to prepaid rent.



NOTES TO THE FINANCIAL STATEMENTS (continued)

21 RELATED PARTY TRANSACTIONS (continued)

During the year, the charity received £70,000 (2020: £87,400) from P Pindar in the form of Gift Aid donations. Of this amount, a total of £47,335 (2020: £nil) was restricted income and £22,665 (2020: £87,400) was unrestricted income. P Pindar is the spouse of Trustee, Sharon Pindar.

During the year, the charity received £21,526 (2020: £78,653) from its subsidiary, Bookmark Reading Trading Limited, in the form of a Gift Aid donation. The subsidiary is wholly owned. At the year end, the amount owed by the charity to Bookmark Reading Trading Limited was £50 (2020: £74,956 owed to the charity by Bookmark Reading Trading Limited). In the current year, this amount represents an overpayment to the charity during the year in respect of profits owed by Bookmark Reading Trading Limited to the charity.