

# Number Champions

England & Wales · Charity number 1180340

## Details

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**Other names** NUMBER SENSE

**Status** Registered

**Legal form** CIO

**Registered** 2018-10-16

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 6 Totnes Walk  
London  
N2 0AD

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**Website** <https://www.numberchampions.org.uk/>

## Activities

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**Objects:** THE OBJECT OF THE CIO IS TO ADVANCE THE EDUCATION OF THE PUBLIC, WITH A FOCUS ON ASSISTING PRIMARY SCHOOL CHILDREN IN ACQUIRING AND CONSOLIDATING BASIC MATHEMATICAL SKILLS.

**Activities:** Number Champions supports maths learning in state primary schools to help improve children's educational and life chances. Our trained volunteers provide one-to-one interventions in schools so that, through mathematical games and other creative activities, children can build skills and confidence in maths. We are active across London

## Classification

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- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

## Geography

- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£102,900	£65,124	-	-
2024-07-31	£46,271	£41,309	-	-
2023-07-31	£34,113	£26,526	-	-
2022-07-31	£23,251	£8,617	-	-
2021-07-31	£7,176	£2,836	-	-

## Trustees

Name	Role	Appointed
<b>Bernard Manson</b>	Chair	2018-07-15
Alexander Philip Lauder		2026-01-27
Peter Weal		2024-01-09
RONALD ADRIAN FINLAY		2019-05-12
Rofiya Kouser Hussain		2026-01-27
Sheila Ramen Christensen		2026-01-27
Stephanie Lee Sanchez Kuong		2018-02-10
Thomas Hyde		2024-01-09

**Number Champions**

England & Wales - Charity number 1180340

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# Accounts

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# Number Champions

## ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2025



Number Champions

1 2 3 4 5

fun + skills = confidence

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**Quotes about children and volunteers are from teachers’ comments on the impact of our intervention this year. They are anonymised, giving only the borough of the school’s location.**

“[The child] has a newfound confidence in class maths lessons, now putting her hand up eager to answer questions and take part in whole class problem solving.”

*Brent*

“It has helped [the child] so much, his recent score marked him as working above age related expectation. His confidence particularly with his number skills has improved significantly.”

*Islington*

# CHAIR'S REPORT

Number Champions has helped over 360 children this year, and I am delighted that teachers' evaluations continue to show strong evidence of the benefits of our intervention.

This is possible only through the dedicated work of our many volunteers and staff, led by our Head of Operations, Lorraine Gerrard. I am grateful to all our volunteers, staff, and trustees for enabling Number Champions to progress its mission to help children achieve their potential. It was great to meet so many volunteers in person at our social in July, and to be able to thank them in person.

My particular thanks go to our 130 In-School Volunteers who delivered our programme directly to children through one-to-one sessions in 40 state-funded primary schools across London, helping each child grow their confidence and improve their skills in maths.

My thanks also go to Queen Mary University London which piloted a Randomised Control Trial (RCT) evaluating the impact of our programme. This was an important step for Number Champions as it was our first academic collaboration. However, the pilot revealed unexpected difficulties in running an RCT large enough to achieve statistical significance. We are therefore pausing the project for the time being.

A major feature of the year, as reported in the Head of Operations report, has been extensive development in our training of volunteers and in the resources we provide for them.

Another major step forward has been the recruitment of our first CEO, Beth Silver, who will start in September 2025. Beth is an experienced charity CEO and a former chair of governors in a London state primary school. She also brings valuable experience from an earlier career as a senior lawyer. Supported by Lorraine, she will lead the development and growth of Number Champions and manage our transition to a fully staff-led charity.

We retain our focus on London, but to test some of the logistics of working further afield we have partnered with a school in St Albans for 2025-26. This will inform our medium-term strategy.

The core of this strategy continues to be to grow organically year by year across London to support more children. However, to maximise the number of children receiving help, we would like organisations beyond London to copy our successful model and deliver it in schools, reaching many more children than we could ever achieve alone. We welcome contacts from interested organisations and we will be pleased to share our experience and to allow use of our materials.



**Bernard Manson**, Chair



# HEAD OF OPERATIONS REPORT

Now at the end of my third year as Head of Operations, it is a great opportunity to look back on everything that's been achieved.

My key take-away from this year is the dedication of our volunteers and how they go above and beyond in their creativity and care for the children they support – getting to know each one and tailoring activities to their needs and interests or even creating and making their own games. This has been reflected in the wonderful comments from teachers in our evaluation of impact survey, reflecting volunteers' support and encouragement and how this has benefited the children we support. I am really proud of our team of volunteers and that we attract people from across our local communities from diverse backgrounds. Our youngest volunteers are 'A' Level students while our oldest was 80 this year.

This year we partnered with 10 new schools and we have three more lined up for the start of 2025-26. We are looking forward to working with them.

Our main internal development was our move to being a team of three, Julie in the role of School Relationship Manager, looking after some of our 40 schools and Patsy, our wonderful new administrator. Their support in running Number Champions this year has been invaluable and has helped us to grow to help more children.

I am also delighted that Elisa joined as a freelance trainer and alongside this has made substantial additions and improvements to our online educational resources, adding to our website 25 new resources with direct links to curriculum-specific activities. Together with Elisa we trained almost 100 new volunteers across 12 training sessions. Our induction training feeds into a Maths Mastery approach with a focus on the importance of manipulatives to help children understand fundamental concepts. It also emphasises making maths fun and the importance of the relationship the volunteer forms with the children they support. It was also great to receive funding to allow us to add more resources to our volunteer kit including the wonderful 'Raising the Game' book published by Eleanor Palmer Primary School.

In June, I was thrilled to co-host a London Maths Week webinar with Renaissance Learning. This was for school leaders and highlighted what our two organisations can offer schools.

Finally, I am excited to be welcoming our new CEO, Beth, and look forward to the new ideas she will bring to the charity!



**Lorraine Gerrard**, Head of Operations



# TRUSTEES' REPORT

## What we do

The charity was established in 2018 to help transform the lives of children in state-funded primary schools who struggle with numeracy or lack confidence in maths.

Our trained volunteers use games and other creative activities in one-to-one sessions with Year 2 and Year 3 children (aged six to eight) to enable them to overcome the 'maths barrier'.

Early intervention can put these young children back on track to achieve their life potential, in a world where some fluency with maths and numbers is an essential building block.

Sessions are 25 or 30 minutes weekly for, in principle, the full school year. They are in school time, but outside the classroom.

Former and current teachers, volunteering with us as 'Mentors', help train these In-School Volunteers and give them personal support and advice over the year. They also help us to develop dedicated resources to use with the children. This year, in addition, Elisa Darby, herself an experienced teacher, has helped us in a part-time paid role as our principal trainer and developer of resources. Our experienced Safeguarding Officer, David-Jack Hanson, also provides training.

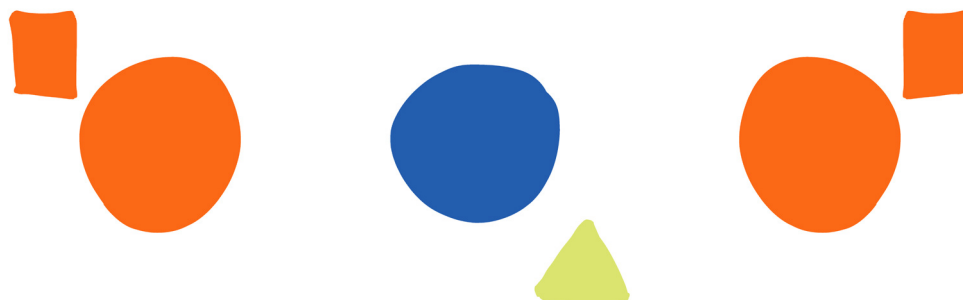
The schools decide which children need help. Although this is based on the level of maths attainment, it is no surprise that schools report this year that 56% of the children we work with are from disadvantaged backgrounds. This reflects research showing that, historically, disadvantaged children are over nine months behind in numeracy at the end of primary school and that this gap widened during the pandemic.

"[The child] has become much more confident in maths lessons and will now attempt to answer questions and explain his working out. He has really looked forward to his weekly support from [the volunteer]. Many thanks."

*Barnet*

"These targeted sessions have been brilliant for [the child] and the 1:1 teaching has really benefitted her. She struggles in whole class lessons so this has made a real difference to her!"

*Haringey*



## Impact analysis

At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with across a range of metrics.

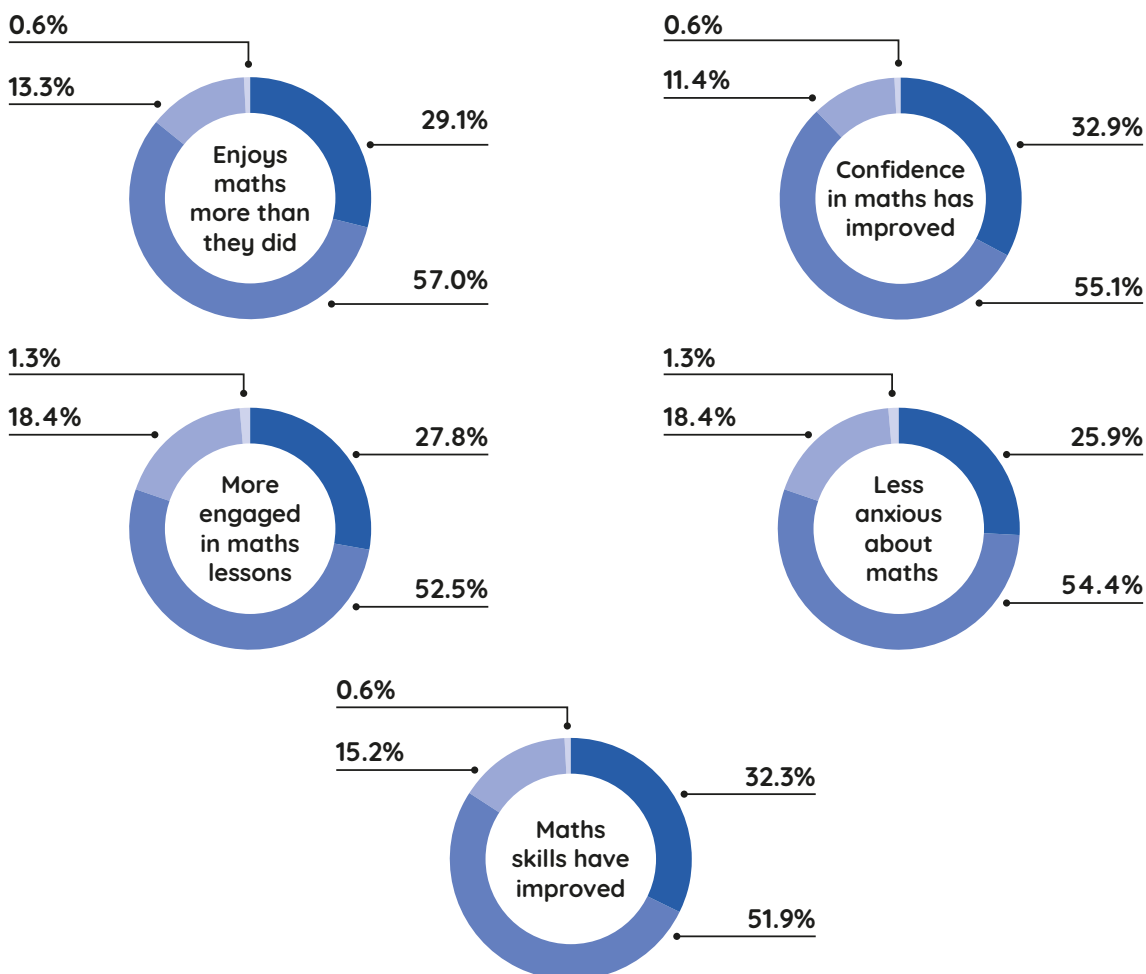
In particular, we gave five statements and asked the teacher to say whether they 'strongly agreed', 'agreed', 'disagreed', or could not say.

The percentage of teachers answering 'strongly agreed' or 'agreed' for each statement were:

Statement	Teachers answering 'strongly agree' or 'agree'	
	2024-25	2023-24
The child enjoys maths more than they did	86%	81%
The child's confidence in maths has improved	88%	87%
The child is more engaged in maths lessons	80%	80%
The child is less anxious about maths	80%	77%
The child's maths skills have improved	84%	85%

A more detailed breakout of these results is:

■ Strongly agree  
 ■ Agree  
 ■ Neither agree nor disagree  
 ■ Disagree



We also asked: 'On a scale of 0 to 10, how likely are you to recommend Number Champions to a colleague or to another school?' and received an average score of 9.1 (last year 8.8).

**"The volunteers are wonderful. The scheme supports those foundation building blocks children will need to build their knowledge."**

*Richmond*

**"I am really pleased we are involved and would thoroughly recommend it to anyone!"**

*Haringey*

## How we work

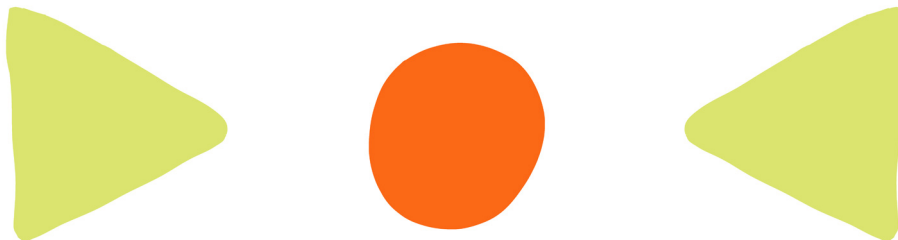
We worked with 34 partner schools from the autumn term, with a further six schools joining in the new calendar year. Over 130 In-School Volunteers were active during the year, supporting over 360 children.

Having our first CEO next year will let us transfer to our staff team the remaining operational and management tasks currently performed pro bono by our founder trustees. However, the core activity of the charity of supporting individual children will continue to be delivered by volunteers.

We continue to refine our operating model as we gain experience.

## Thank you to volunteers

The trustees and staff thank all our many volunteers for generously giving of your time, skills, and enthusiasm, whether in school or behind the scenes, to help the 'Number Champions children'.



# How we support ourselves financially

We raise about a fifth of our funding from fees to school, with the balance coming from donations.

## Thank you to donors

We are grateful to the growing number of organisations and individuals whose generous support has enabled us to build our capacity to operate and to help children.

We have received donations or commitments this year from the following trusts and charities:



The Horners Charity Fund



The Worshipful Company of Salters



The Worshipful Company of Tallow Chandlers



Criseren Foundation • Robert Gavron Charitable Trust  
Future Scope Charitable Trust

## Other activities in the year

### London Marathon

We were fortunate to obtain a place in this year's event, with Tom Frith, one of our In-School Volunteers, running his first marathon to raise money for Number Champions.

Despite the freak high temperature he completed the course as planned, cheered on by a small contingent from the charity and some seven hundred thousand other Londoners.

Huge congratulations to Tom, and our thanks to him and to all those who sponsored him.



### Independent academic evaluation of our programme

During the year, we partnered with Queen Mary University London (QMUL), which piloted a Randomised Control Trial (RCT) of the impact of our programme on small test and control groups of children. The pilot revealed that a full-scale RCT would require Number Champions to have a considerably larger number of children in order for the RCT to achieve statistical significance. It would also require greater resources from both QMUL and ourselves. We are therefore pausing the project for the time being.

## Strategy

We are continuing with our strategy of enabling organic growth over the coming years in order to *support more children and make the charity sustainable for the long term*, and ultimately to be able to exert influence on education beyond our partner schools.

We will *widen our funding sources*; this will enable us to grow our administrative capacity to increase the number of children we support while simultaneously developing and implementing a succession plan for our founder trustees.

Our geographical strategy is to *expand steadily across London*, before making any decision on building a presence further afield. As a low-risk test of the implications of working beyond London, we have recruited a partner school in St Albans for 2025-26.

We use our end-of-year evaluation from teachers as our main evidence of the positive impact of our programme. It is a strategic goal to *develop other evaluation techniques and eventually to have a rigorous independent statistical review*.



## Value for money

Dividing our total expenditure for the year by the number of children we have supported, gives a cost per child supported of £176. This is excellent value for money given that, for example, the National Tutoring Programme last year quoted a median price over £700 for a similar 15-hour one-to-one intervention. The value to schools is even higher because they pay only around a fifth of our costs, with the balance raised through donations.

## Governance

Under our constitution, a board of trustees, meeting about every seven weeks, runs the charity. Brief trustee biographies are published on our website. The Head of Operations also attends board meetings. In addition to the board's strategic role, at each meeting it reviews the operations of the charity and, as necessary, initiates corrective action. The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

### Trustees who served during the year

**Bernard Manson (Chair)**

Elected 15 July 2018

Re-elected from 10 June 2024 to 31 July 2027

**Lisa Baglin**

Elected 10 February 2019

Re-elected from 4 February 2025 to 10 February 2027

**Ron Finlay**

Elected 12 May 2019

Re-elected from 26 April 2023 to 12 May 2026

**Tom Hyde (Treasurer)**

Elected 9 January 2024 to 31 January 2027

**Sarah Manson**

Elected 15 July 2018

Re-elected from 10 June 2024 to 31 October 2025

**Stephanie Sanchez Kuong**

Elected 10 February 2019

Re-elected from 12 January 2023 to 10 February 2026

**Olivia Timbs**

Elected 3 August 2022

Re-elected from 8 July 2025 to 31 December 2025

**Peter Weal**

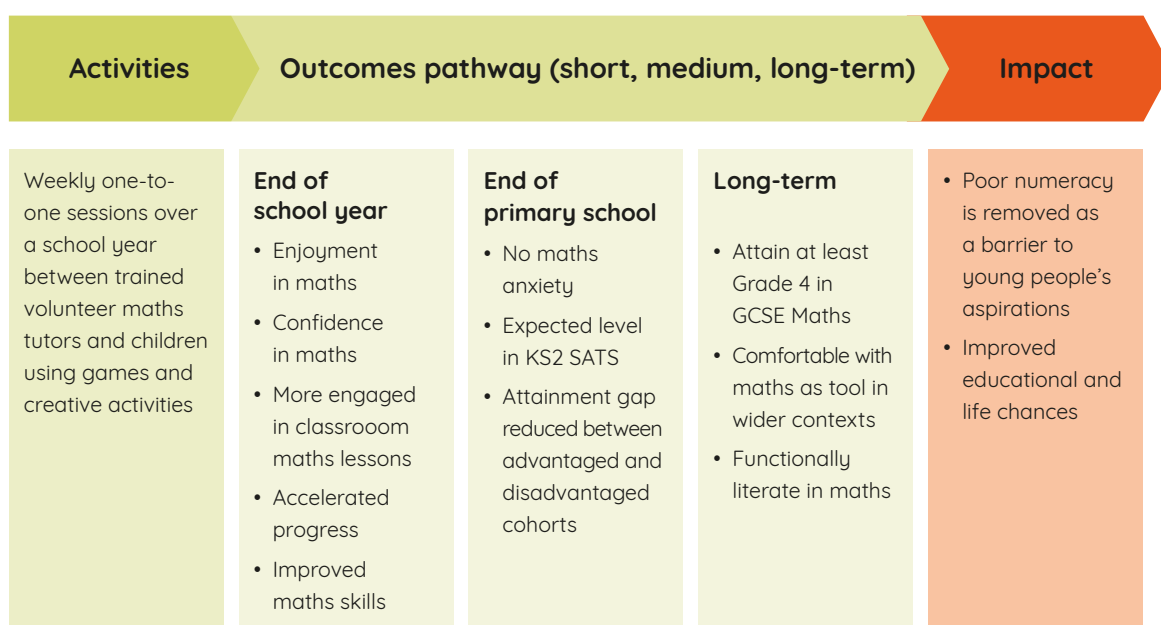
Elected from 9 January 2024 to 31 January 2027

No trustee received any remuneration or any repayment of expenses in the year.

# Theory of change

Led by our Head of Operations, we have developed our theory of change as shown below to encapsulate why we do what we do and the outcomes we seek for children. We use this to explain our mission to our volunteers, partner schools, and fundraisers and as a tool within the charity for focusing our activities. Our current evaluation of impact measures our success in achieving these outcomes at the end of the children’s school year.

<b>Context and target group</b> Many children in school years 2 and 3 have not acquired age-appropriate maths skills	<b>Assumptions</b> <ul style="list-style-type: none"> <li>• Most Year-2 and -3 children who are behind can catch up on relevant skills through an empathetic trained tutor working with them one-to-one</li> <li>• An intervention designed by experienced teachers along with training and mentoring for tutors creates high quality support for children</li> </ul>
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## Public benefit statement

Our main objective is ‘assisting primary school children in acquiring and consolidating basic mathematical skills’. Since our inception, we have focused our operational objective on ‘supporting children in state-funded primary schools in Years 2 and 3 (six to eight-year-olds) who have fallen behind in maths’. During the year, we supported over 360 children. 56% of the children were judged by the schools to be from disadvantaged backgrounds. The benefit to the children we worked with was an improvement in their confidence and skills in maths, as evidenced by independent evaluation by their class teachers. We and the schools believe that this will also improve their chances of successfully acquiring appropriate maths skills in future, and that it should have a positive impact on their overall educational and life chances.

The trustees have paid due attention to the Charity Commission guidance on public benefit when reviewing the charity’s objectives and activities.

## Disadvantage and diversity

This year, schools reported that 56% of children we supported came from disadvantaged backgrounds. Of these 38% received Pupil Premium payments, compared to 30% for the total population of our partner schools and 26% across all London state primary school children. This reflects research showing that disadvantaged children are likely to be materially behind the non-disadvantaged in primary school education.

The gender split of the children was 60% girls and 40% boys. This is very different from all previous years when there has been close to an even split. We have discussed this informally with schools but cannot yet offer an explanation.

The ethnic mix of students across our partner schools broadly matches the average mix across all London schools. When we reach sufficient scale, we will obtain statistics of the actual children we support rather than assuming that they match their schools'.

We advertise for volunteers, trustees, and staff on public websites to ensure that we get the widest spread of applicants, and we follow a structured recruitment process to minimise bias. Although we do not directly track volunteers' ethnicity, we note that we have had volunteers born in at least 60 different countries. On another measure of diversity, during the year our volunteers ranged in age from A Level students to an 80 year-old.

## Risk management

The Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

Under our Risk Management Policy Framework, our overall goal is to take steps to give reasonable assurance that we can achieve our operational and strategic goals, even if adverse events occur.

The Framework creates a rolling process whereby the trustees establish and review a risk register of potential events which could impact delivery of the charity's objectives. For each risk, they assess and classify it according to its severity and likelihood and put in place appropriate controls. This process is reviewed annually by the board to ensure that it is working effectively. There is also an agenda item on risk at each board meeting to review any risk identified as having emerged or altered due to changing circumstances.

## Trustees' responsibility statement

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Trustees have elected to prepare the financial statements on a receipts and payments basis.



# ACCOUNTS

## Independent Examiner's report

### Independent Examiner's report to the trustees of Number Champions

I report to the trustees on my examination of the accounts of Number Champions (the Charity) for the year ended 31 July 2025.

#### Responsibilities and basis of report

As the charity trustees of Number Champions, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

#### Independent Examiner's statement

Having satisfied myself that the accounts of the Charity are not required to be audited and are eligible for independent examination, I have completed my examination. My examination cannot give the same level of assurance as an audit. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Peter Hill*

Peter Hill FCG  
73 Priors Hill  
Wroughton  
Swindon SN4 0RL

22 September 2025

# Statement of financial activities for the year ended 31 July 2025

## Statement of Income and Expenditure for the Year Ended 31 July 2025

	<i>Notes</i>	2024-25	2023-24
		£	£
<b>Total incoming resources</b>	<i>1, 2, 3, 4</i>	<b>102,900</b>	<b>46,271</b>
Resources expended on:			
Staff salary and pension	<i>5, 6</i>	43,758	33,263
Website and publications		1,550	1,291
Teaching materials and training	<i>7</i>	10,216	2,181
Other charitable activities	<i>8</i>	9,600	4,574
<b>Total expenditure</b>		<b>65,124</b>	<b>41,309</b>
<b>Net incoming resources</b>		<b>37,776</b>	<b>4,962</b>
Movement in funds		37,776	4,962
<b>Funds carried forward</b>	<i>4, 9</i>	<b>77,235</b>	<b>39,459</b>

## Statement of Assets and Liabilities at 31 July 2025

	<i>Notes</i>	2024-25	2023-24
		£	£
<b>Current Assets</b>			
Cash at bank		77,235	39,459
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		<b>77,235</b>	<b>39,459</b>

The notes on pages 15 to 17 form part of these financial statements.

These financial statements together with the text on pages 3 to 12 are authorised for issue on 22 September 2025 by the board of trustees, and signed on their behalf.



**Bernard Manson**, Chair

# Notes to the financial statements for the year ended 31 July 2025

## 1. Accounting policies

### a) Basis of accounting

The accounts are prepared on a receipts and payments basis, in accordance with applicable accounting standards and law. This option is available to the charity as it is a Charitable Incorporated Organisation (CIO) with income less than £250,000.

As its income is over £25,000, the charity has to have an independent examination of the accounts or an audit. The charity has elected to have an independent examination.

Number Champions meets the definition of a public benefit entity under FRS 102: 'An entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members.'

### b) Going concern basis

The Trustees have ascertained that the charity's current cash balance together with its lowest projection for income are adequate to pay all its budgeted expenses to 31 July 2026, and they are therefore of the view that the charity is a going concern.

### c) Financial instruments

The charity has no financial instruments.

### d) VAT

The charity is not registered for VAT, and it records VAT on expenditure as an expense.

### e) Restricted funds

Where donations are restricted to specific purposes, there are controls in place to ensure that the funds are used only for these purposes. The amount and nature of each class of restricted funds brought forward, received and used in this year, and carried forward at year end are reported in these accounts.

### f) Legal Status

Number Champions is a CIO whose registered address is 6 Totnes Walk, London, N2 0AD.

In the notes below, previous year figures are given in brackets.

## 2. Income

Of the income of £102,900 (£46,271), £11,285 (£10,762) is fees from schools, £90,035 (£34,494) is from donations, and £1,580 (£1,015) is interest and other income.

## 3. Expenditure on raising income

There was £1,206 (£216) expenditure on raising income. The year-on-year increase of £990 is fees for London Marathon places in April 2025 and April 2026.

## 4. Restricted funds

£0 restricted funds were carried forward at 31 July 2025 (compared with £2,500 at July 2024).

These restricted funds and their usage (with all figures £) were:

Category	Brought forward August 2024	Income 2024-25	Expenditure 2024-25	Carried forward July 2025
Tutoring in school year 2024-25	2,500		2,500	0
Supporting young people in John Lyon's Charity beneficial area		13,000	13,000	0
Salary of administrator		5,000	5,000	0
Volunteer training and kits		6,875	6,875	0
<b>Total</b>	<b>2,500</b>	<b>24,875</b>	<b>27,375</b>	<b>0</b>

## 5. Staff

The charity had three part-time employees. The average full-time equivalent number of employees for the year was 1.4 (previous year 1.0). No employee earned £60,000 or over.

## 6. Staff pensions

The charity offers a defined contribution pension scheme to all staff in proportion to gross pay, with the charity making a percentage contribution (unless the staff member waives this). There is no defined benefits scheme for any present or past staff.

## 7. Teaching and training materials

The year-on-year increase of £8,035 in expenditure on teaching and training materials (£2,181 to £10,216) was largely accounted for by spending on new resources for volunteers 'Raising the Game' workbooks (£2,506) and Base 10 (£1,320), increased professional training support (£2,666) and increased rental of training premises (£1,242).

## 8. Other charitable activities

The year-on-year increase in expenditure in other charitable activities of £5,026 (£4,574 to £9,600) was largely accounted for by marketing costs (£1,824), cost of raising funds as in Note 3 (£990), a volunteer social event (£897), extra laptop and mobile phone (£608), and increased DBS checks (£490).

## 9. Reserves policy

The charity seeks to hold sufficient reserves to give resilience against future short-term fluctuations in income, so that it can plan on a rolling twelve-month basis for continuance of employment of staff and for continued operation. We will aim to hold reserves of between 50% and 75% of the costs budgeted for the following financial year, except that if our committed grant funding for the following year is less than 25% of budgeted costs we will aim for a reserves ratio higher by the amount of the deficit.

Reserves at 31 July 2025 of £77,235 (£34,497) are just above this range at 75.9% of budgeted expenditure for 2025-26. The high ratio of reserves reflects our successful efforts to raise a 'fighting fund' to pay towards the employment of a CEO from September 2025.

## 10. Payments to trustees

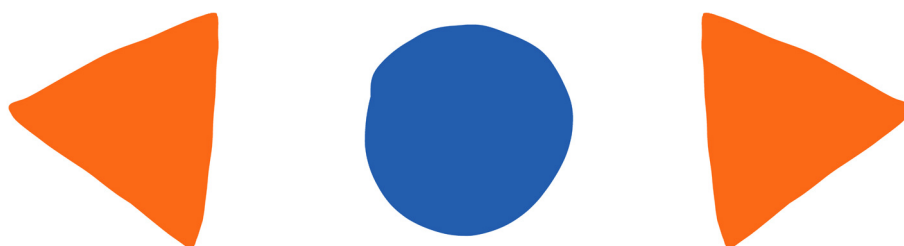
There were no payments or other benefits to trustees or connected persons.

## 11. Payment to the Independent Examiner

The Independent Examiner acted pro bono and no fee was paid.

## 12. Guarantees and charges

As required by the Charities Incorporated Organisations (General) Regulations 2012, this note states that the CIO has given no guarantees and has no outstanding debt secured by any charge.



“[The volunteer] was wonderful. [The child] loved the sessions and always looked forward to them!”

*Hammersmith & Fulham*



Number Champions

1 2 3 4 5

fun + skills = confidence

[www.numberchampions.org.uk](http://www.numberchampions.org.uk) • @NumberChampions

Number Champions Charitable Incorporated Organisation • Registered Charity No. 1180340 (England and Wales)  
Registered address: 6 Totnes Walk, London N2 0AD

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**Number Champions**

England & Wales - Charity number 1180340

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# Accounts

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# Number Champions

## ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2024



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**Quotes about children and volunteers are from teachers’ comments on the impact of our intervention this year. They are anonymised, giving only the borough of the school’s location.**

“A- loved the sessions with B- and was always enthusiastic about them. He was engaged and is proud of his achievements.”

*Westminster*

“C- benefitted hugely from Number Champions. She is now able to work independently, demonstrates real resilience, and is working much closer to the expected standard.”

*Haringey*

# CHAIR'S REPORT

Number Champions has helped over 330 children this year, and I am delighted that teachers' evaluations continue to show strong evidence of the benefits of our intervention.

Over 110 In-School Volunteers have run weekly one-to-one sessions in 35 state primary schools across London to help children grow their confidence and improve their skills in maths.

An exciting development for us this year is that Queen Mary University London has assigned a PhD student to conduct a randomised control trial of the impact of Number Champions' programme as the focus of her thesis. We are optimistic that this will in due course provide independent confirmation of the benefits of our programme.

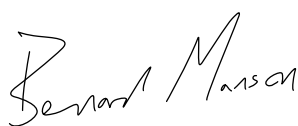
We are delighted to welcome two new trustees who bring valuable expertise to our board: Tom Hyde has joined as Treasurer and brings financial skills from his senior roles in banking, and Peter Weal, a recent primary school head, brings current knowledge of primary schools and maths teaching.

Number Champions was honoured to be shortlisted for a prestigious national Charity Governance Award and we very much appreciate this external recognition of our work.

None of this would have been possible without the dedicated work of our many volunteers, led by our Head of Operations, Lorraine Gerrard, and her staff. On behalf of the trustees, we are grateful to all our volunteers and staff for enabling Number Champions to progress its mission to help children achieve their potential.

Last year, the Department for Education reported that 41% of children from disadvantaged backgrounds did not achieve 'Expected Standard' in their Key Stage 2 maths test at the end of primary school, emphasising the need for additional support in numeracy.

Our strategy is to grow organically year by year to support more children at risk. However, to maximise the number of children receiving help, we would like organisations across the country to copy our successful model and deliver it in schools, thus reaching many more children than a single charity could ever achieve alone. We welcome communications from interested organisations and we will be pleased to share our experience and to allow use of our materials.



**Bernard Manson**, Chair



# HEAD OF OPERATIONS REPORT

It's great to look back on this year, which has been one of exciting developments with new partner schools including our first schools in Tower Hamlets and Richmond.

We also took on our second staff member, Julie Cooke, who has done a fantastic job managing our admin. We are delighted that in September Julie will progress to become our Schools Relationship Manager, and a third member of staff, Patsy Smith, will join to fill the admin role.

Following input from one of our volunteer Mentors, I have worked to make our training more comprehensive and practical. To this end, we have engaged an experienced teacher as an advisor. Together, we have expanded our training on the foundations of positive learning and ensured that our teaching approach is in line with good practice and fits in with most schools' methods. I am really pleased with the package this has enabled us to create and grateful to Peter Weal for his support in this.

I was delighted to read through all the teacher evaluations at the end of the year. These tell an overwhelmingly positive story, and reading through each response and getting a picture of a child's journey with maths has been genuinely heart-warming. While we aim to help children to improve maths skills, much of what we do helps children with those 'softer' aspects which are just as important – confidence, enjoyment, engagement in class, and less anxiety. The relationship volunteers have with children is central to this and there were so many wonderful comments from teachers – too many to include them all in this report – on the amazing work our dedicated volunteers do. Also, thank you to the teachers who have engaged most positively with volunteers – we have seen this reflected in greater impact.

A highlight of the year was hosting a dyscalculia expert and assessor to speak to our volunteers and mentors at a webinar in January. She covered techniques, resources and strategies which help all children who struggle with number sense – not just those with acute problems.

As ever we continue to recruit great volunteers from varied backgrounds, all with a passion for helping children. At every volunteer interview I am so encouraged to hear about volunteers' experiences and backgrounds and why they want to volunteer with us.

I am looking forward to my third year with Number Champions!



**Lorraine Gerrard**, Head of Operations

“It feels like we have had a complete turnaround with maths for D-. She is now more willing to be challenged by maths and is showing greater determination to have a go and not give up!”

**Brent**

“E- is very shy and lacks confidence, these interventions have been really beneficial to his confidence and maths knowledge.”

**Islington**

# TRUSTEES' REPORT

## What we do

The charity was established in 2018 to help transform the lives of state primary school children who struggle with numeracy or lack confidence in maths.

Our trained volunteers use games and other creative activities in one-to-one sessions with Year 2 and Year 3 children (aged six to eight) to enable them to overcome the 'maths barrier'.

Early intervention can put these young children back on track to achieve their life potential, in a world where some fluency with maths and numbers is an essential building block.

Sessions are 25 or 30 minutes weekly for, in principle, the full school year. They are in school time, but outside the classroom.

Former and current teachers, volunteering with us as 'Mentors', help train these In-School Volunteers and give them personal support and advice over the year. They also help us to develop dedicated resources to use with the children. Our experienced Safeguarding Officer also provides training.

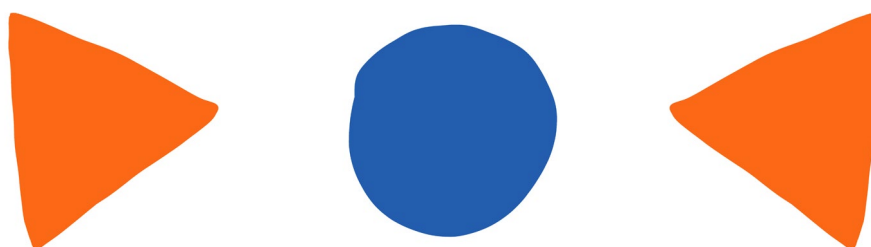
The schools decide which children need help. Although this is based on the level of maths attainment, it is no surprise that schools report this year that 62% of the children we work with are from disadvantaged backgrounds. This reflects research showing that, historically, disadvantaged children are over nine months behind in numeracy at the end of primary school and that this gap widened during the pandemic.

"F- has been amazing, very patient and explains every topic clearly with practical examples. The children loved her fun sessions!"

*Southwark*

"Thank you G-! You are fantastic and I really appreciate all you have done with these children!"

*Camden*



# Impact analysis

At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with across a range of metrics.

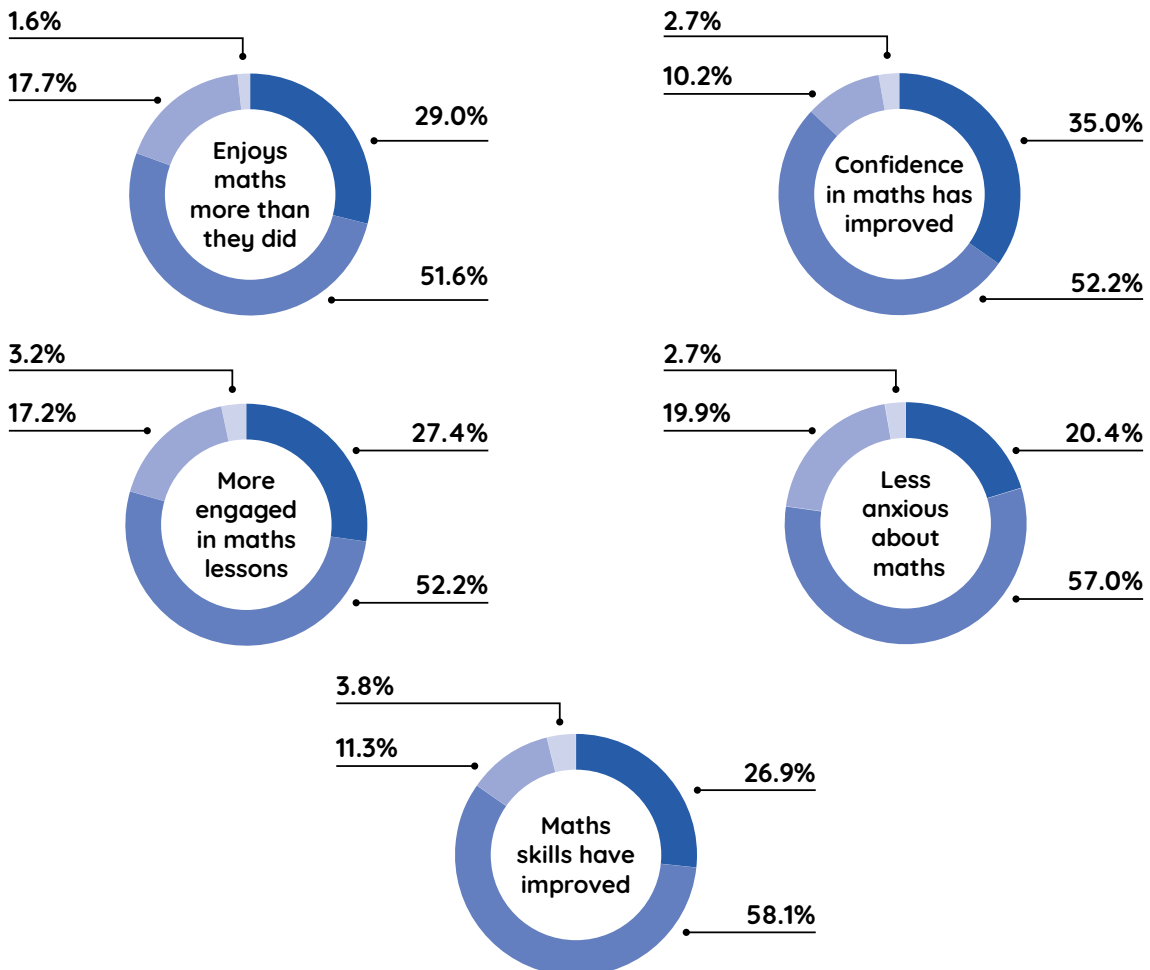
In particular, we gave five statements and asked the teacher to say whether they 'strongly agreed', 'agreed', 'disagreed', or could not say.

The percentage of teachers answering 'strongly agreed' or 'agreed' for each statement were:

Statement	Teachers answering 'strongly agree' or 'agree'	
	2023-24	2022-23
The child enjoys maths more than they did	81%	85%
The child's confidence in maths has improved	87%	86%
The child is more engaged in maths lessons	80%	79%
The child is less anxious about maths	77%	73%
The child's maths skills have improved	85%	83%

A more detailed breakout of these results is:

■ Strongly agree  
 ■ Agree  
 ■ Neither agree nor disagree  
 ■ Disagree



We also asked: 'On a scale of 0 to 10, how likely are you to recommend Number Champions to a colleague or to another school?' and received an average score of 8.8 (last year 8.2).

**"A great asset to our school and is really making a difference to the children.  
Thank you!"**

*Haringey*

**"It is an excellent scheme that can really engage the children and help to build their confidence with someone who they build a good rapport with."**

*Hammersmith and Fulham*

## How we work

We worked with 31 partner schools from the start of this school year, across 14 London boroughs. From the spring term, we partnered with a further 4 schools including one in a 15th borough. Over 110 In-School Volunteers were active during the year, supporting over 330 children.

We plan to grow our staff team slowly over the next few years, to take on all operational and management tasks currently performed by trustees. However, the core activity of the charity of supporting individual children will continue to be delivered by volunteers.

We continue to refine our operating model as we gain experience.

### Thank you to volunteers

The trustees and the Head of Operations thank all our many volunteers for generously giving of your time, skills, and enthusiasm, whether in school or behind the scenes, to help the 'Number Champions children'.



# How we support ourselves financially

We raise about a quarter of our funding from school fees, with the balance coming from donations.

## Thank you to donors

We are grateful to the growing number of organisations and individuals whose generous support has enabled us to build our capacity to operate and to help children.

We have received donations or commitments this year from the following trusts and charities:



The Horners Charity Fund



The Worshipful Company of Innholders



The Worshipful Company of Tallow Chandlers



The Worshipful Company of Basketmakers' 2011 Charitable Trust



Worshipful Company of Insurers Charitable Trust



WORSHIPFUL COMPANY OF ACTUARIES  
CHARITY • CITY • COMMUNITY



JOHN LYON'S CHARITY



Criseren Foundation • Robert Gavron Charitable Trust • The Phillips Family Trust

In addition, we are grateful to the Clothworkers' Company for their donation through their support of the Charity Governance Awards.

## Other activities in the year

### Academic evaluation

The Psychology Department at Queen Mary University London (QMUL) has defined a project for a PhD student to develop and implement an independent evaluation of the impact of Number Champions' intervention. The basis for this will be a Randomised Control Trial to take place over school years 2024-25 and 2025-26. We are thrilled that eight of our partner schools have already signed up to take part in the first year of this trial.

### Charity governance awards

We were delighted to be shortlisted in the small charities 'Improving Impact' category of the Clothworkers' Company's Charity Governance Awards.

This recognised the journey Number Champions has taken from its inception in 2018 to its achievement of scale, quality of delivery, proof of impact, and continued growth to support more children each year.



### Partnerships

During the year we partnered with other charities working in complementary areas in primary schools to promote each other's services and hence to increase our marketing reach. These included LifeSavers, a charity working in financial education, and the Primary Science Teaching trust which supports science education in primary schools.



### Long-serving volunteers

The charity passed a milestone this year, reaching an age where we were able to recognise long-serving volunteers, with the longest serving being Peter Davies, who has volunteered with us since our founding in 2018.

In February we were privileged to have the High Sherriff of Greater London, Ina De, present certificates to five of our longest serving volunteers. The photo shows Ina presenting the certificate to Peter.

## Strategy

We are continuing with our strategy of enabling organic growth over the coming years in order to *support more children and make the charity sustainable for the long term*, and ultimately to be able to exert influence on education beyond our partner schools.

We will *widen our funding sources*; this will enable us to grow our administrative capacity to increase the number of children we support while simultaneously developing and implementing a succession plan for our founder trustees.

Our geographical strategy is to *expand steadily across London for at least the next three years*, before making any decision on building a presence further afield.

We currently use our end-of-year evaluation from teachers as our main evidence of the positive impact of our programme. It is a strategic goal to *develop other evaluation techniques and eventually to have a rigorous independent statistical review*. Our partnership with QMUL is an important step towards achieving this goal.

## Value for money

Dividing our total expenditure for the year by the number of children we have supported, gives a cost per child supported of £126. This is excellent value for money given that, for example, the National Tutoring Programme quoted a median price over £700 for a similar 15-hour one-to-one intervention. The value to schools is even higher because they pay only about a quarter of our costs, with the balance raised through donations.

## Governance

Under our constitution, a board of trustees, meeting about every seven weeks, runs the charity. Brief trustee biographies are published on our website. The Head of Operations also attends board meetings. In addition to the board's strategic role, at each meeting it reviews the operations of the charity and, as necessary, initiates corrective action. The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

### Trustees who served during the year

**Bernard Manson (Chair)**

Elected 15 July 2018

Re-elected from 10 June 2024 to 31 July 2027

**Lisa Baglin**

Elected 10 February 2019

Re-elected from 12 January 2022 to 10 February 2025

**Ron Finlay**

Elected 12 May 2019

Re-elected from 26 April 2023 to 12 May 2026

**Tom Hyde (Treasurer)**

Elected 9 January 2024 to 31 January 2027

**Sarah Manson**

Elected 15 July 2018

Re-elected from 10 June 2024 to 31 October 2025

**Stephanie Sanchez Kuong**

Elected from 10 February 2019

Re-elected from 12 January 2023 to 10 February 2026

**Olivia Timbs**

Elected from 3 August 2022 to 31 July 2025

**Peter Weal**

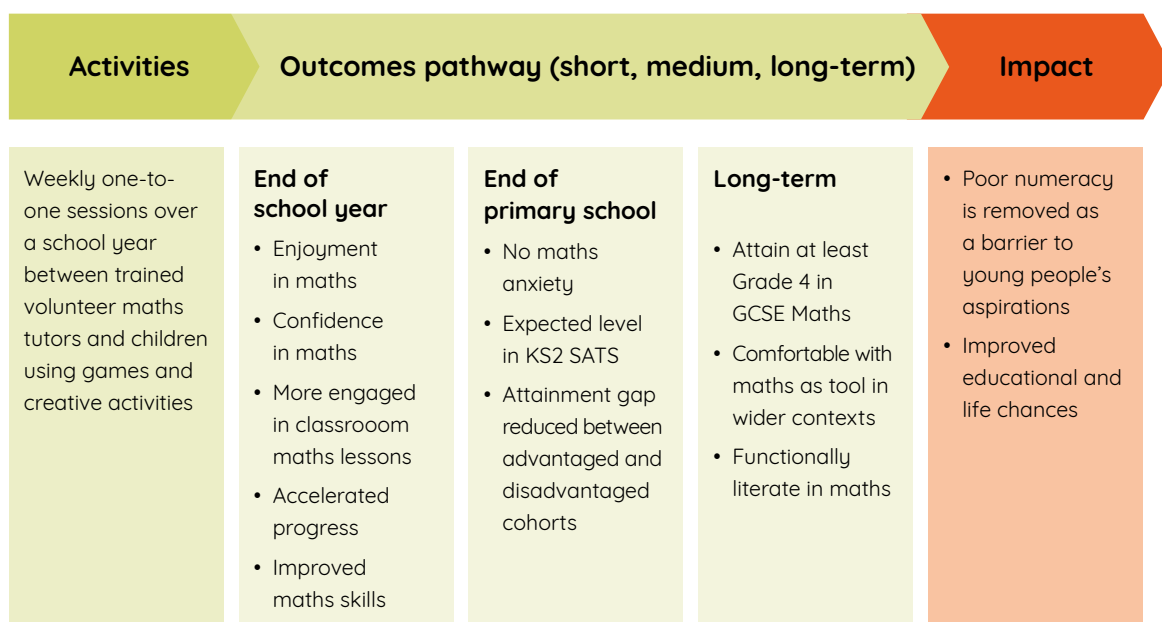
Elected from 9 January 2024 to 31 January 2027

No trustee received any remuneration or any repayment of expenses in the year.

# Theory of change

Led by our Head of Operations, we have developed our theory of change as shown below to encapsulate why we do what we do and the outcomes we seek for children. We use this to explain our mission to our volunteers, partner schools, and fundraisers and as a tool within the charity for focusing our activities. Our current evaluation of impact measures our success in achieving these outcomes at the end of the children’s school year. The QMUL study should ultimately give us a measurement of impact at the end of the children’s primary school career.

<b>Context and target group</b> Many children in school years 2 and 3 have not acquired age-appropriate maths skills	<b>Assumptions</b> <ul style="list-style-type: none"> <li>Most Year-2 and -3 children who are behind can catch up on relevant skills through an empathetic trained tutor working with them one-to-one</li> <li>An intervention designed by experienced teachers along with training and mentoring for tutors creates high quality support for children</li> </ul>
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## Public benefit statement

Our main objective is ‘assisting primary school children in acquiring and consolidating basic mathematical skills’. Since our inception, we have focused our operational objective on ‘supporting children in state primary schools in Years 2 and 3 (six to eight-year-olds) who have fallen behind in maths’. During the year, we supported over 330 children. 62% of the children were judged by the schools to be from disadvantaged backgrounds. The benefit to the children we worked with was an improvement in their confidence and skills in maths, as evidenced by independent evaluation by their class teachers. We and the schools believe that this will also improve their chances of successfully acquiring appropriate maths skills in future, and that it should have a positive impact on their overall educational and life chances.

The trustees have paid due attention to the Charity Commission guidance on public benefit when reviewing the charity’s objectives and activities.

## Disadvantage and diversity

This year, schools reported that 62% of children we supported came from disadvantaged backgrounds. Of these 40% received Pupil Premium payments, compared to 28% for the total population of our partner schools and 26% across all London state primary school children. This reflects research showing that disadvantaged children are likely to be materially behind the non-disadvantaged in primary school education.

The gender split of the children was very close to 50/50; the difference was not statistically significant.

The ethnic mix of students across our partner schools broadly matches the average mix across all London schools. When we reach sufficient scale, we will obtain statistics of the actual children we support rather than assuming that they match their schools’.

We advertise for volunteers, trustees, and staff on public websites to ensure that we get the widest spread of applicants, and we follow a structured recruitment process to minimise bias.

## Risk management

The Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

Under our Risk Management Policy Framework, our overall goal is to take steps to give reasonable assurance that we can achieve our operational and strategic goals, even if adverse events occur.

The Framework creates a rolling process whereby the trustees establish and review a risk register of potential events which could impact delivery of the charity’s objectives. For each risk, they assess and classify it according to its severity and likelihood and put in place appropriate controls. This process is reviewed annually by the board to ensure that it is working effectively. There is also an agenda item on risk at each board meeting to review any risk identified as having emerged or altered due to changing circumstances.

## Trustees’ responsibility statement

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and regulations. The Trustees have elected to prepare the financial statements on a receipts and payments basis.



# ACCOUNTS

## Independent Examiner's report

### Independent Examiner's report to the trustees of Number Champions

I report to the trustees on my examination of the accounts of Number Champions (the Charity) for the year ended 31 July 2024.

#### Responsibilities and basis of report

As the charity trustees of Number Champions, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

#### Independent Examiner's statement

Having satisfied myself that the accounts of the Charity are not required to be audited and are eligible for independent examination, I have completed my examination. My examination cannot give the same level of assurance as an audit. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Peter Hill*

Peter Hill FCG  
73 Priors Hill  
Wroughton  
Swindon SN4 0RL

7 October 2024

# Statement of financial activities for the year ended 31 July 2024

## Statement of Income and Expenditure for the Year Ended 31 July 2024

	<i>Notes</i>	2023-24	2022-23
		£	£
<b>Total incoming resources</b>	<i>1, 2, 3, 4</i>	<b>46,271</b>	<b>34,113</b>
Resources expended on:			
Staff salary and pension	<i>5, 6, 7</i>	33,263	20,091
Website and publications		1,291	1,975
Teaching materials and training		2,181	1,043
Other charitable activities		4,574	3,417
<b>Total expenditure</b>		<b>41,309</b>	<b>26,526</b>
<b>Net incoming resources</b>		<b>4,962</b>	<b>7,587</b>
Movement in funds		4,962	7,587
<b>Funds carried forward</b>	<i>4, 8</i>	<b>39,459</b>	<b>34,497</b>

## Statement of Assets and Liabilities at 31 July 2024

	<i>Notes</i>	2023-24	2022-23
		£	£
<b>Current Assets</b>			
Cash at bank		39,459	34,497
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		<b>39,459</b>	<b>34,497</b>

The notes on pages 15 to 17 form part of these financial statements.

These financial statements together with the text on pages 3 to 13 are authorised for issue on 7 October 2024 by the board of trustees, and signed on their behalf.



**Bernard Manson**, Chair

# Notes to the financial statements for the year ended 31 July 2024

## 1. Accounting policies

### a) Basis of accounting

The accounts are prepared on a receipts and payments basis, in accordance with applicable accounting standards and law. This option is available to the charity as it is a Charitable Incorporated Organisation (CIO) with income less than £250,000.

As its income is over £25,000, the charity has to have an independent examination of the accounts or an audit. The charity has elected to have an independent examination.

Number Champions meets the definition of a public benefit entity under FRS 102: 'An entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members.'

### b) Going concern basis

The Trustees have ascertained that the charity's current cash balance together with its lowest projection for income are adequate to pay all its budgeted expenses to 31 July 2025, and they are therefore of the view that the charity is a going concern.

### c) Financial instruments

The charity has no financial instruments.

### d) VAT

The charity is not registered for VAT, and it records VAT on expenditure as an expense.

### e) Restricted funds

Where donations are restricted to specific purposes, there are controls in place to ensure that the funds are used only for these purposes. The amount and nature of each class of restricted funds brought forward, received and used in this year, and carried forward at year end are reported in these accounts.

### f) Legal Status

Number Champions is a CIO whose registered address is 6 Totnes Walk, London, N2 0AD.

In the notes below, previous year figures are given in brackets.

## 2. Income

Of the income of £46,271 (£34,113), £10,762 (£8,795) is fees from schools, £34,494 (£25,227) is from donations, £1,015 (£91) is interest and other income.

## 3. Expenditure on raising income

There was £216 (£216) expenditure on raising income.

## 4. Restricted funds

£2,500 restricted funds were carried forward at 31 July 2024 (compared with £2,442 at July 2023).

A donation given in financial year 2022-23 was restricted to be used only for pro-rata expense in Inner London boroughs. This donation was only partially spent in 2022-23 and the balance was spent in 2023-24. A donation given this year was restricted to tutoring in school year 2024-25, and was therefore fully carried forward.

These restricted funds and their usage (with all figures £) were:

Category	All expenditure in Inner London boroughs	Tutoring in school year 2024-25	Total
Brought forward	2,442	0	2,442
Income in 2023-24	0	2,500	2,500
Expenditure in 2023-24	2,442	0	2,442
Carried forward	0	2,500	2,500

## 5. Staff

The charity had two part-time employees. The average full-time equivalent number of employees for the year was 0.97. No employee earned £60,000 or over.

## 6. Staff pensions

The charity offers a defined contribution pension scheme to all staff in proportion to gross pay, with the charity making a percentage contribution (unless the staff member waives this). There is no defined benefits scheme for any present or past staff.

## 7. Breakout of expenses

This has been changed to give more useful information, with previous year comparatives being changed accordingly. 'Staff' has been renamed 'Staff salary and pension' as a clarification, but there is no change to the comparative. 'Website development and running' has been extended to 'Website and publications' to bundle together related expenses; the comparative has changed from £1,309 to £1,975. 'Teaching materials' has similarly been extended to 'Teaching materials and training'; the comparative has changed from £643 to £1,043. As a result of these reassignments, the previous year comparative for 'Other charitable activities' has moved from £4,483 to £3,417.

## 8. Reserves policy

The charity seeks to hold sufficient reserves to give resilience against future short-term fluctuations in income, so that it can plan on a rolling twelve-month basis for continuance of employment of staff and for continued operation. We will aim to hold reserves of between 50% and 75% of the costs budgeted for the following financial year, except that if our committed grant funding for the following year is less than 25% of budgeted costs we will aim for a reserves ratio higher by the amount of the deficit.

Reserves at 31 July 2024 of £39,459 are within this range at 64% of budgeted expenditure for 2024-25.

## 9. Payments to trustees

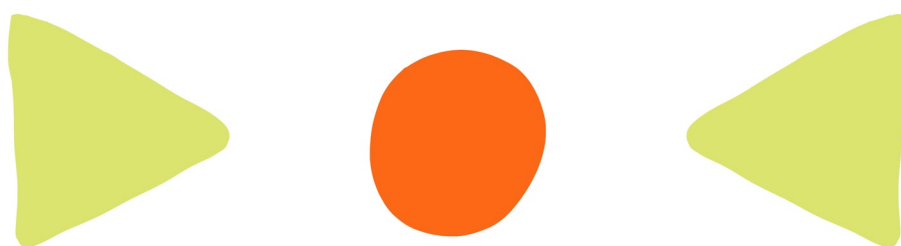
There were no payments or other benefits to trustees or connected persons.

## 10. Payment to the Independent Examiner

The Independent Examiner acted pro bono and no fee was paid.

## 11. Guarantees and charges

As required by the Charities Incorporated Organisations (General) Regulations 2012, this note states that the CIO has given no guarantees and has no outstanding debt secured by any charge.





Number Champions

1 2 3 4 5

fun + skills = confidence

[www.numberchampions.org.uk](http://www.numberchampions.org.uk) @NumberChampions

Number Champions Charitable Incorporated Organisation • Registered Charity No. 1180340 (England and Wales)

Registered address: 6 Totnes Walk, London N2 0AD

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The artist hereby asserts her moral right to be identified as the creator of the Illustrations.

Report design: 1st Impression Creative Ltd • [www.1st-impression.org](http://www.1st-impression.org)

**Number Champions**

England & Wales - Charity number 1180340

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# Accounts

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# Number Champions

## ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2023



Number Champions

1 2 3 4 5

fun + skills = confidence

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**Quotes about children and about our volunteers are from teachers’ comments on the impact of our intervention this year. They have been anonymised, giving only the name of the borough in which the school is located.**

“It has been amazing to watch A- grow in confidence during her maths lessons. When asked to explain different maths problems, she would give her explanation then share with the class that she had learnt that at Number Champions.”

*Wandsworth*

# CHAIR'S REPORT

Number Champions has helped over 250 children this year to improve their skills and grow their confidence in maths. About 100 In-School Volunteers have run weekly one-to-one sessions in 29 primary schools across London, with the ultimate goal of helping children achieve their educational potential.


I am delighted that teachers' evaluations continue to show strong evidence of the benefits of our intervention.

The charity has reached an important milestone with the permanent appointment of Lorraine Gerrard as our Head of Operations; this is a first step towards making the charity sustainable when the founding trustees move on.

Lorraine's report below gives a flavour of her huge contribution this year.

There were two exciting, and very unexpected, recognitions of the work of Number Champions this year. In March, the Prime Minister's Office presented us with its 'Points of Light' award<sup>1</sup>. This recognises 'people who are making a change in their community', which is an excellent description of our volunteers. Then in May, I was recognised as a 'Coronation Champion'<sup>2</sup> on behalf of the charity, in a scheme managed by the Royal Voluntary Society in honour of the King's and Queen's service to the country. We very much appreciate these validations of the work of Number Champions and its volunteers.

We look forward to our continued steady expansion across London in the coming years, so as to improve the educational and life chances of a growing number of children.



**Bernard Manson**, Chair

"This scheme has increased the children's confidence and love of maths and provided them with a 'can do' attitude."

*Barnet*

"J-'s confidence and recall of basic number facts has improved greatly this year due to the variety of activities he has taken part in on the Number Champions programme."

*Islington*

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<sup>1</sup><https://www.pointsoflight.gov.uk/number-champions/>

<sup>2</sup><https://www.royalvoluntaryservice.org.uk/volunteering/coronation-champions-awards/>

# HEAD OF OPERATIONS REPORT

In September, when I joined Number Champions as its first staff member, I was already well acquainted with the charity through being an In-School Volunteer for the two previous years. I thus knew directly how Number Champions was already helping children, and I was excited by the opportunity to manage its operations and to help drive its development.

This year I have taken responsibility for most of the operational activity previously done by trustees, and I have also become the 'Face of Number Champions' to schools and volunteers.

A focus this year has been exploring how we can maintain and improve the quality of our intervention. Training is a key enabler for giving volunteers the tools they need for their sessions with children, and we have made changes to create better-targeted training for new volunteers in September. We have expanded the resources on our website and created more tools to help volunteers manage their sessions. We have also implemented half-termly online interactive sessions for our volunteers, where an experienced teacher gives a short talk on a relevant issue or covers how to teach parts of the curriculum, followed by a Q&A. These sessions have been popular with volunteers.

I had the opportunity over the year to attend an in-depth course on evaluating impact, and I have applied the learning to improve our evaluation process. The data from our partner schools has shown the positive impact of our intervention, and it is great to see how Number Champions can make a real difference.

A second part-time staff member is due to join in September 2023, and this should allow us to support more children while taking on additional responsibilities from trustees, thus continuing our longer-term transition to sustainability.

I have thoroughly enjoyed my first professional year with Number Champions, and I look forward to contributing to the charity's development going forward.



**Lorraine Gerrard**, Head of Operations



# TRUSTEES' REPORT

## What we do

The charity was established in 2018 to help transform the lives of state primary school children who struggle with numeracy or lack confidence in maths.

Our trained volunteers use games and other creative activities in one-to-one sessions with Year 2 and Year 3 children (aged six to eight) to enable them to overcome the 'maths barrier'.

Early intervention can put these young children back on track to achieve their life potential, in a world where some fluency with maths and numbers is an essential building block.

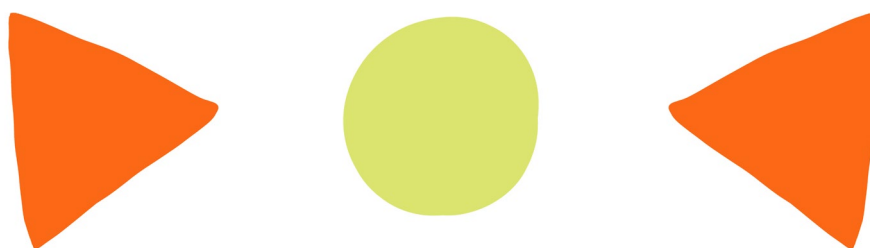
Each session is 25 or 30 minutes, with a volunteer seeing each child weekly for, in principle, the full school year. Sessions are in school time, but outside the classroom.

Former and current teachers, volunteering with us as 'Mentors', train and support these In-School Volunteers and help us to develop dedicated resources for them to use with the children. We also have a former head teacher as our Safeguarding Officer.

The school decides which children need help. Although this is based on the level of maths attainment, it is no surprise that schools report this year that 62% of the children we work with are from disadvantaged backgrounds. This reflects research showing that, historically, disadvantaged children are over nine months behind in numeracy at the end of primary school and that this gap widened during the pandemic.

**"It's fantastic having someone come and work one-to-one with those children that need it. J- was always enthusiastic and loved working with P-."**

***Hammersmith and Fulham***



# Impact analysis

At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with. We have expanded our survey from previous years, so that we now ask teachers to evaluate across a range of metrics.

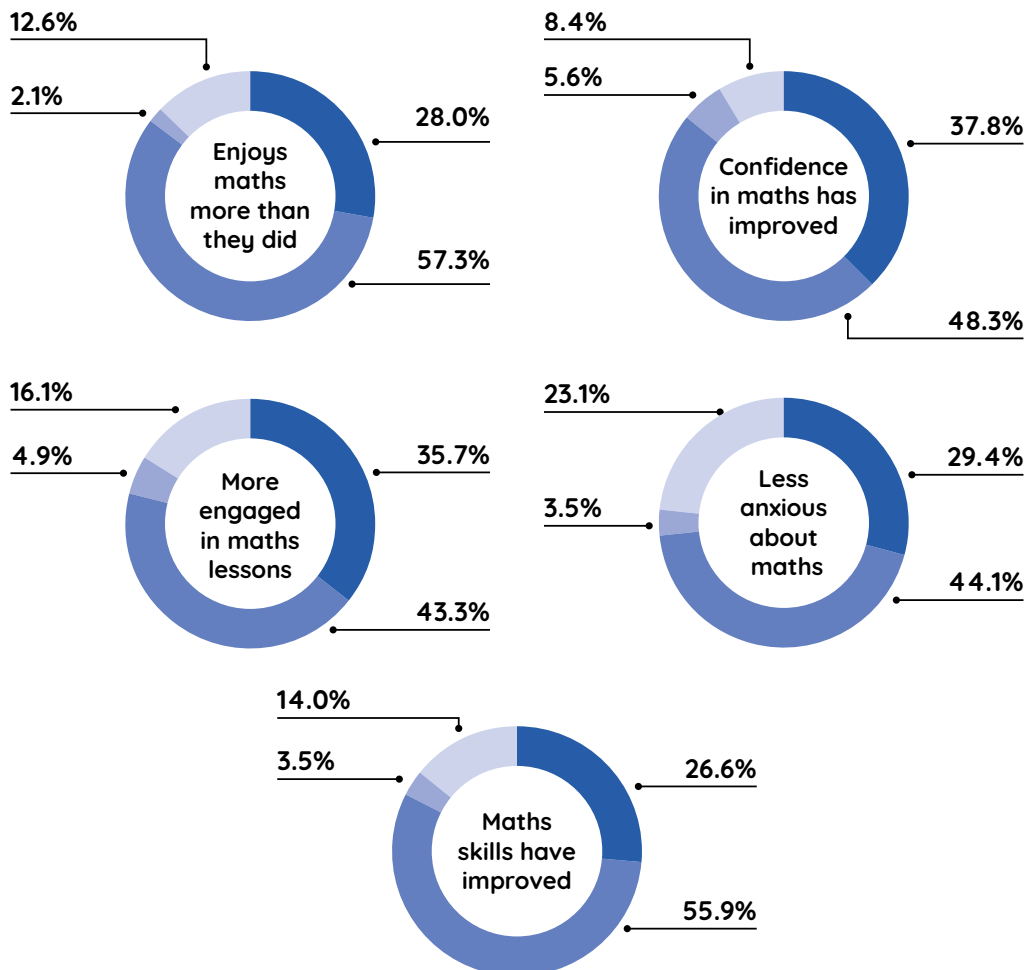
In particular, we gave five statements and asked the teacher to say whether they 'strongly agreed', 'agreed', 'disagreed', or could not say.

The percentage of teachers answering 'strongly agreed' or 'agreed' for each statement were:

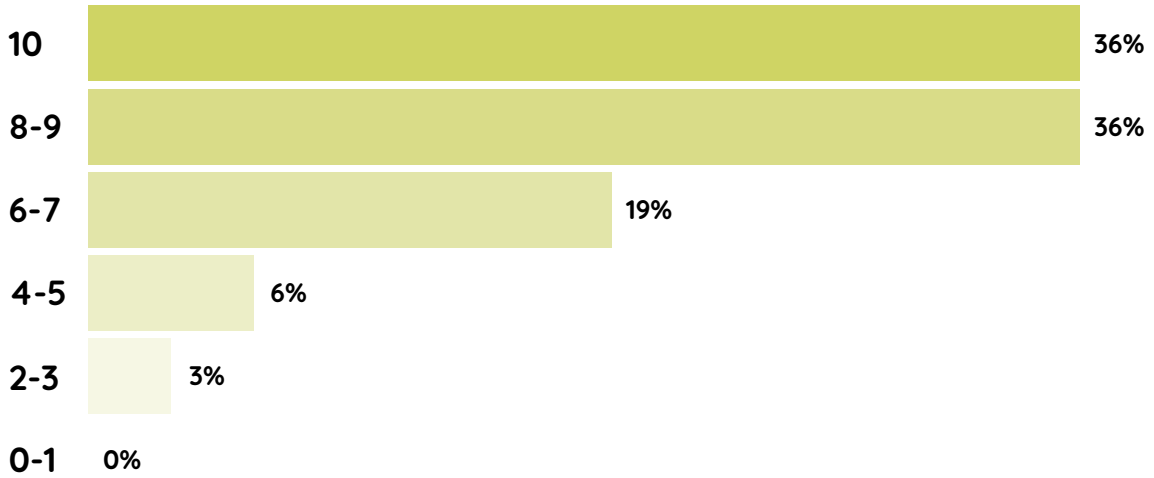
Statement	Teachers answering 'strongly agree' or 'agree'
The child enjoys maths more than they did	85%
The child's confidence in maths has improved	86%
The child is more engaged in maths lessons	79%
The child is less anxious about maths	73%
The child's maths skills have improved	83%

The breakout of these figures is:

■ Strongly agree  
 ■ Agree  
 ■ Disagree  
 ■ Don't know



We also asked: 'On a scale of 0 to 10, how likely are you to recommend Number Champions to a colleague or to another school?' and received an average score of 8.2.



"I have had multiple children working with the volunteers and all of them have made massive progress. Some children are still WTS [working towards the expected standard] but the gap in their knowledge has narrowed significantly."

*Brent*

"The scheme is fantastic and I hope to continue working with Number Champions in the future."

*Haringey*



## How we work

We partnered with 26 schools from the start of this school year, across 12 London boroughs. Employing a Head of Operations gave us the capacity to have a second school recruitment round in January, bringing us to 29 partner schools. Just over 100 In-School Volunteers were active during the year, supporting over 250 children.

We plan to grow our staff team over the next few years to take on all operational and management tasks currently performed by trustees. However, the core activity of the charity of supporting individual children will continue to be delivered by volunteers.

We continue to refine our operating model as we gain experience.

### Thank you to volunteers

The trustees and the Head of Operations thank all our many volunteers for generously giving of your time, skills, and enthusiasm, whether in school or behind the scenes, to help the 'Number Champions children'.

## How we support ourselves financially

We raise about a quarter of our funding from school fees, with the balance coming from donations.

### Thank you to donors

We are grateful to the growing numbers of organisations and individuals whose generous support has enabled us to help children and to build our capacity for the future.”

We have received donations or commitments this year from the following trusts and charities:



**Robert Gavron Charitable Trust**

## Other activities in the year

**Academic evaluation** – The Psychology Department at Queen Mary University (QMU) has defined a project for a PhD student to develop and implement an independent evaluation of the impact of Number Champions’ intervention. QMU is keen to pursue a partnership with Number Champions, and it is applying to multiple funding programmes for a project start in 2024-25.

## Strategy

Our strategy continues to be to grow organically over the coming years in order to *support more children, to make the charity sustainable*, and ultimately to be able to exert influence on education beyond our partner schools.

We will *widen our funding sources*; this will enable us to grow our administrative capacity to increase the number of children we support while simultaneously developing and implementing a succession plan for our founder trustees

Our geographical strategy is to *expand across London for at least the next three years*, before starting to build a presence nationally. In school year 2023-24, we will be active in at least 13 London boroughs both north and south of the Thames, and we plan to expand this range steadily in the coming years.

We use our end-of-year evaluation from teachers as our main evidence of the positive impact of our programme. It is a strategic goal *to develop other evaluation techniques and eventually to have a rigorous independent statistical review*. Our partnership with QMU is an important first step on this path.



## Value for money

Dividing our total expenditure for the year by the equivalent number of children we have supported for the full year gives a cost per child supported of about £119. This is excellent value for money given, for example, the National Tutoring Programme showing a median price over £700 for a similar 15-hour one-to-one intervention. The value to schools is further increased by their paying only about a quarter of our costs, with the balance raised through donations.

## Governance

Under our constitution, a board of trustees, meeting about every six weeks, runs the charity. (Brief trustee biographies are published on our website.) The Head of Operations also attends board meetings. In addition to the board's strategic role, at each meeting it reviews the operations of the charity and, as necessary, initiates corrective action. The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

### Trustees who served during the year

**Bernard Manson**

Elected 15 July 2018

Re-elected from 10 June 2020 to 10 June 2024

**Lisa Baglin**

Elected 10 February 2019

Re-elected from 12 January 2022 to 10 February 2025

**Ron Finlay**

Elected from 12 May 2019

Re-elected from 26 April 2023 to 12 May 2026

**Sarah Manson**

Elected 15 July 2018

Re-elected from 10 June 2020 to 10 June 2024

**Stephanie Sanchez Kuong**

Elected from 10 February 2019

Re-elected from 12 January 2023 to 10 February 2026

**Olivia Timbs**

Elected from 3 August 2022 to 31 July 2025

No trustee received any remuneration in the year.

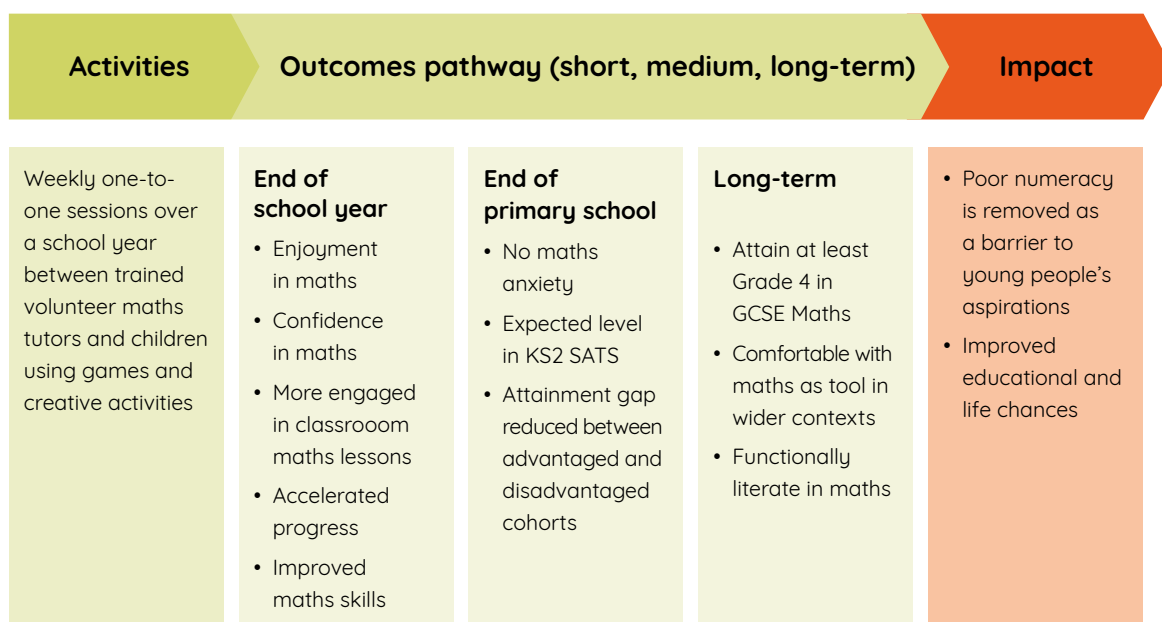
“This child absolutely loves maths now and is totally engaged in lessons, putting up his hand to answer questions in class and even wants to have a go at challenging questions. He loves going to interventions and has a great rapport with the volunteer.”

*Barnet*

# Theory of change

Led by our Head of Operations, we have developed our theory of change as shown below to encapsulate why we do what we do and the outcomes we seek for children. We use this to explain our mission to our volunteers, partner schools, and funders and as a tool within the charity for focusing our activities. Our current evaluation of impact measures our success in achieving these outcomes at the end of the children's current school year. We aspire to have a longitudinal study to measure the impact of our intervention at the end of the children's primary school career.

<b>Context and target group</b> Many children in school years 2 and 3 have not acquired age-appropriate maths skills	<b>Assumptions</b> <ul style="list-style-type: none"> <li>Most Year-2 and -3 children who are behind can catch up on relevant skills through an empathetic trained tutor working with them one-to-one</li> <li>An intervention designed by experienced teachers along with training and mentoring for tutors creates high quality support for children</li> </ul>
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## Public benefit statement

Our main objective is 'assisting primary school children in acquiring and consolidating basic mathematical skills'. Since our inception, we have focused our operational objective on 'supporting children in state primary schools in Years 2 and 3 (six to eight-year-olds) who have fallen behind in maths'. During the year, we supported over 250 children. A majority of the children were judged by the schools to be from disadvantaged backgrounds. The benefit to the children we worked with was an improvement in their confidence and skills in maths, as evidenced by independent evaluation by their class teacher. We and the schools believe that this will also improve their chances of successfully acquiring appropriate maths skills in future, and that it should have a positive impact on their overall educational and life chances.

The trustees have paid due attention to the Charity Commission guidance on public benefit when reviewing the charity's objectives and activities.

## Disadvantage and diversity

This year, schools reported that 62% of children we supported came from disadvantaged backgrounds. This is far higher than the proportion of disadvantaged children in the general population, and reflects research showing that disadvantaged children are likely to be materially behind the non-disadvantaged in primary school education.

The gender split of the children was close to 50/50; the difference was not statistically significant.

The ethnic mix of students across our partner schools broadly matches the average mix across all London schools. When we reach sufficient scale, we will obtain statistics of the actual children we support rather than assuming that they match their schools’.

We advertise for volunteers, trustees, and staff on public websites to ensure that we get the widest spread of applicants, and we follow a structured recruitment process to minimise bias.

## Risk management

The Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

Under our Risk Management Policy Framework, our overall goal is to take steps to give reasonable assurance that we can achieve our operational and strategic goals, even if adverse events occur.

The Framework creates a rolling process whereby the trustees establish and review a risk register of potential events which could impact delivery of the charity’s objectives. For each risk, they assess and classify it according to its severity and likelihood and put in place appropriate controls. This process is reviewed annually by the board to ensure that it is working effectively. There is also an item on risk at each board meeting to review any risk identified as having emerged or altered due to changing circumstances.



## Trustees’ responsibility statement

The Trustees are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and regulations. The Trustees have elected to prepare the financial statements on a receipts and payments basis.

“The sessions are important in providing a different view of maths for I- . The 1:1 support gives her time and the opportunity to ask questions and develop knowledge and she loves each session.”

*Enfield*

# ACCOUNTS

## Independent Examiner's report

### Independent Examiner's report to the trustees of Number Champions

I report to the trustees on my examination of the accounts of Number Champions (the Charity) for the year ended 31 July 2023.

#### Responsibilities and basis of report

As the charity trustees of Number Champions, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

#### Independent Examiner's statement

Having satisfied myself that the accounts of the Trust are not required to be audited and are eligible for independent examination, I have completed my examination. My examination cannot give the same level of assurance as an audit. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Charity as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Peter Hill*

Peter Hill FCIS  
73 Priors Hill  
Wroughton  
Swindon SN4 0RL

11 September 2023

# Statement of financial activities for the year ended 31 July 2023

## Statement of Income and Expenditure for the Year Ended 31 July 2023

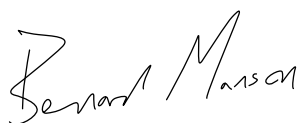
	<i>Notes</i>	2022-23	2021-22
		£	£
<b>Total incoming resources</b>	<i>1, 2, 3, 4</i>	<b>34,113</b>	<b>23,251</b>
Resources expended on:			
Staff	<i>5, 6</i>	20,091	3,669
Website development and running		1,309	1,381
Teaching materials		643	556
Other charitable activities		4,483	3,011
<b>Total expenditure</b>		<b>26,526</b>	<b>8,617</b>
<b>Net incoming resources</b>		<b>7,587</b>	<b>14,634</b>
Movement in funds		7,587	14,634
<b>Funds carried forward</b>	<i>4, 7</i>	<b>34,497</b>	<b>26,910</b>

## Statement of Assets and Liabilities at 31 July 2023

	<i>Notes</i>	2022-23	2021-22
		£	£
<b>Current Assets</b>			
Cash at bank		34,497	26,910
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		<b>34,497</b>	<b>26,910</b>

The notes on pages 16 to 18 form part of these financial statements.

These financial statements together with the text on pages 3 to 13 are authorised for issue on 11 September 2023 by the board of trustees, and signed on their behalf.



**Bernard Manson**, Chair

# Notes to the financial statements for the year ended 31 July 2023

## 1. Accounting policies

### a) Basis of accounting

The accounts are prepared on a receipts and payments basis, in accordance with applicable accounting standards and law. This option is available to the charity as it is a Charitable Incorporated Organisation (CIO) with income less than £250,000.

As its income is over £25,000, the charity has to have an independent examination of the accounts or an audit. The charity has elected to have an independent examination.

Number Champions meets the definition of a public benefit entity under FRS 102: 'An entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members.'

### b) Going concern basis

The Trustees have ascertained that the charity's current cash balance together with its lowest projection for income are adequate to pay all its budgeted expenses to 31 July 2024, and they are therefore of the view that the charity is a going concern.

### c) Financial instruments

The charity has no financial instruments.

### d) VAT

The charity is not registered for VAT, and it records VAT on expenditure as an expense.

### e) Restricted funds

Where donations are restricted to specific purposes, there are controls in place to ensure that the funds are used only for these purposes. The amount and nature of each class of restricted funds brought forward, received and used in this year, and carried forward at year end are reported in these accounts.

### f) Legal Status

Number Champions is a CIO whose registered address is 6 Totnes Walk, London, N2 0AD.

In the notes below, previous year figures are given in brackets.

## 2. Income

Of the income of £34,113 (£23,251), £8,795 (£6,760) is fees from schools, £25,227 (£16,491) is from donations, £91 (£0) is interest and other income.

## 3. Expenditure on raising income

There was £216 (£216) expenditure on raising income.

## 4. Restricted funds

Restricted funds of £2,442 (£6,513) were carried forward at 31 July 2023.

Certain donations given in financial year 2021-22 were restricted (i) to be used to support the employment of a Head of Operations but only for the pro-rata expense in certain boroughs and (ii) for all costs of the charity but only for pro-rata expense in Inner London boroughs. These donations were only partially spent in 2021-22. A second tranche of the donation under category (i) was received in 2022-23. Another donation in 2022-23 was restricted to the purchase of 'teaching' kits for volunteers.

Restricted donations are from John Lyon's Charity, The Portal Trust, and the London Mathematical Society.

These restricted funds and their usage (with all figures £) were:

Category	Head of Operations in certain boroughs	All expenditure in Inner London boroughs	'Teaching' kits for volunteers	Total
Brought forward	3,805	2,708	0	6,513
Income in 2022-23	0	13,500	200	13,700
Expenditure in 2022-23	3,805	13,766	200	17,771
Carried forward	0	2,442	0	2,442

The total restricted funds carried forward are thus £2,442 out of total reserves of £34,496.

## 5. Staff

The charity had one part-time employee. The average full-time equivalent number of employees for the year was 0.54. No employee earned £60,000 or over.

## 6. Staff pensions

The charity offers a defined contribution pension scheme to all staff in proportion to gross pay, with the charity making a percentage contribution (unless the staff member waives this). There is no defined benefits scheme for any present or past staff.

## 7. Reserves policy

The charity seeks to hold reserves of between 75% and 100% of the costs budgeted for the following financial year. This is to give resilience against future short-term fluctuations in income, so as to enable the charity to plan on a rolling twelve-month basis for continuance of employment of staff and for continued operation.

Reserves at 31 July 2023 are within this range.

## 8. Payments to trustees

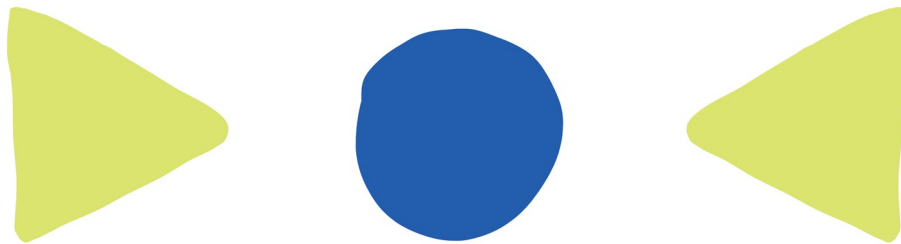
There were no payments or other benefits to trustees or connected persons.

## 9. Payment to the Independent Examiner

The Independent Examiner acted pro bono and no fee was paid.

## 10. Guarantees and charges

As required by the Charities Incorporated Organisations (General) Regulations 2012, this note states that the CIO has given no guarantees and has no outstanding debt secured by any charge.





Number Champions

1 2 3 4 5

fun + skills = confidence

[www.numberchampions.org.uk](http://www.numberchampions.org.uk) @NumberChampions

Number Champions Charitable Incorporated Organisation • Registered Charity No. 1180340 (England and Wales)

Registered address: 6 Totnes Walk, London N2 0AD

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The artist hereby asserts her moral right to be identified as the creator of the Illustrations.

Report design: 1st Impression Creative Ltd • [www.1st-impression.org](http://www.1st-impression.org)

**Number Champions**

England & Wales - Charity number 1180340

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# Accounts

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# Number Champions

## ANNUAL REPORT AND ACCOUNTS

For the year ended 31 July 2022



Number Champions

1 2 3 4 5

fun + skills = confidence

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**Quotes about children are from teachers’ comments on the impact of our intervention this year. They have been anonymised, giving only the name of the borough in which the school is located.**

“D- enjoyed the sessions. His maths has come on really well this year and he is now meeting age-expectations. Thank you for working with him.”

*Islington*

# CHAIR'S REPORT

We are delighted to be back on track after the worst of the pandemic. This has been made possible through the commitment of our volunteers and the trust which schools have placed in us. We have partnered with 25 schools this year, compared with eight last year, and our volunteers have supported over 240 children.

Teachers' evaluations show that there has been a really beneficial impact on children's educational development, with considerable progress in actual maths skills, a more positive attitude towards learning maths, and greater self-confidence. Comments from teachers quoted in this report give a flavour of the impact on individual children.

An exciting development this year is that academics at Queen Mary University have chosen to collaborate with Number Champions and are applying for a grant to evaluate the impact of our programme. Such an independent evaluation is a core strategic goal for us.

We have succeeded in our objective for this year in raising funds to support our first (part time) paid employee. We filled the role temporarily in March and April, and we have now appointed a new Head of Operations, Lorraine Gerrard, who will start in September. Lorraine has volunteered with Number Champions for two years and has been Chair of Governors of a large primary school, and we are delighted that she is bringing her passion and experience to the role.

Until now, we have been entirely volunteer-led. The appointment of the Head of Operations gives us the opportunity to focus in the coming year on all aspects of our organisation and communication, so as to provide an even stronger base for future growth without compromising quality. Our vision remains the creation of a sustained improvement at a national level in primary school children's educational chances.

*Bernard Manson*

**Bernard Manson**, Chair

"C- really struggles with confidence across all areas of the curriculum. Since starting Number Champions, she has become much more confident in working with partners and independently."

**Brent**

"L- has enjoyed his sessions, regularly asking me when the next one is going to be, as well as noticing if they haven't happened/the time has changed. He particularly enjoys playing maths games, which have increased his engagement and interest in maths. He scored higher than expected in his recent SATs exams."

**Westminster**

# TRUSTEES' REPORT

## What we do

The charity was established in July 2018 to help transform the lives of primary school children who struggle with numeracy or lack confidence in maths.

Our trained volunteers use games and other creative activities in one-to-one sessions with Year 2 and 3 children (aged six to eight) to enable them to overcome the 'maths barrier'.

Early intervention can put these young children back on track to achieve their full life potential, in a world where some fluency with maths and numbers is an essential building block.

Each session is 20 to 30 minutes at least weekly for, in principle, the full school year. Sessions are in school time, but outside the classroom.

Former and current teachers, volunteering with us as 'Mentors', train and support these In-School Volunteers and have helped us to develop dedicated resources for them to use with the children. We also have a former head teacher as our Designated Safeguarding Lead.

The school decides which children need help. Although this is based solely on maths achievement, it is no surprise that nearly half of the children we work with are from disadvantaged backgrounds, as measured by Pupil Premium.

The much higher percentage of children with Pupil Premium in our cohort echoes research showing that disadvantaged children are over nine months behind in numeracy at the end of primary school and that this gap has widened during the pandemic - so our work is now even more vital.



“J- enjoys her Number Champions sessions and greatly benefits from the 1:1 support, as she struggles to maintain focus during maths lessons in a whole-class environment.”

*Westminster*

“Much more confident and engaged in maths lessons. Has a noticeable enjoyment for maths.”

*Brent*

## How we have helped children

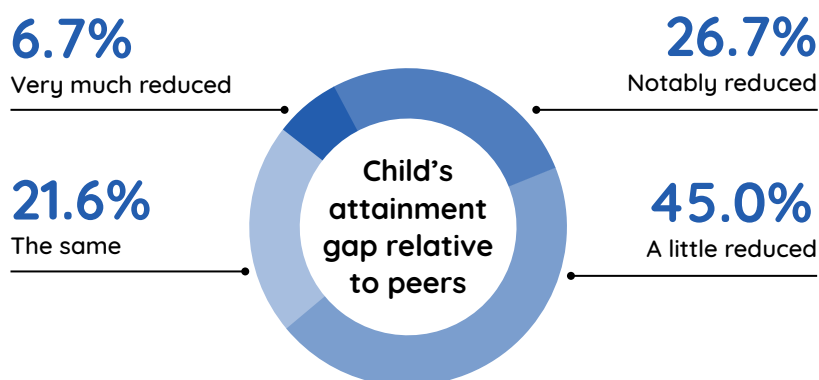
Although Covid has been a presence during the year, we have been able to focus on our mission of helping children in state primary schools who are behind in maths. Our volunteers work with the 'whole child' to help them to grow in confidence and gain skills, and hence to improve their overall educational and life chances.

At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with. There were two questions in our survey:

- 1 How has the child's confidence in maths changed since taking part in Number Champions?
- 2 How has the gap in mathematical attainment between the child and the rest of the class changed since taking part in Number Champions?

**89% of children showed a measurable increase in confidence and 78% showed a measurable catch-up in attainment with the rest of the class.**

The charts below show the percentages of each evaluation across our population of children. The survey also allowed an answer of 'worse' for each question, but no teacher answered this for any child.



"F- has become very confident in maths. She is now more willing to engage and is not afraid of making mistakes as she takes an active approach to correct them. The extra support has been very useful."

*Enfield*

Separately, we carried out a pilot exercise on a subset of schools to investigate how children’s attitudes to maths learning changed over the year. This was based on a survey created by the Cambridge University ENRICH maths teaching project. It involved asking questions such as ‘How much do you like doing maths?’, with the child answering by choosing one out of a range of ‘smiley face’ down to ‘frowny face’. We scored the answers as 1 for a smiley face, 2 for a slightly smiley face, 3 for neutral, and so on.

The answers showed a small but consistent improvement over the year across the population of children, with the average score improving from 2.6 to 2.3. Interestingly, the biggest change was in the question ‘How useful is maths outside school?’ with a 0.5 improvement over the year.

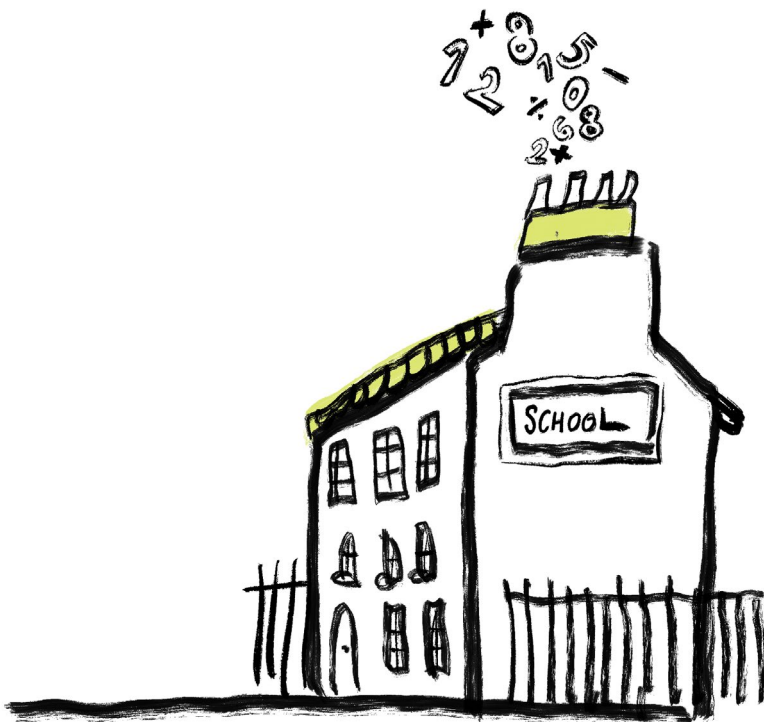
These results are encouraging, and we will repeat this exercise next year incorporating improvements we have identified from the pilot.

“Q- made wonderful progress whilst participating in the Number Champions sessions. She was much more confident and able to use sentence stems and manipulatives appropriately. She was able to explain her thinking to the teacher, other adults and peers.”

*Brent*

“K-’s confidence with his maths has blossomed with the support of the volunteer this year... He is now noticeably more confident, volunteering answers frequently. This has also translated into his independent work, where he confidently cracks on with the questions. Thank you!”

*Camden*



“The volunteer has been superb. She is really diligent. She has checked on what we are doing currently in class and made sure what she does with H- fits where possible. H- has looked forward to the sessions and it has certainly helped cement some key concepts in maths.”

Camden

## How we work

We have had over 80 In-School Volunteers this year, working in 25 partner schools across eight London boroughs and supporting over 240 children.

Our three main types of volunteer are:

- **In-School Volunteers** – Trained to work in schools one-to-one with children to deliver our intervention
- **Mentors** – Experienced primary school teachers who provide training and educational support to the volunteers and who observe them working with the children and provide feedback
- **Area Leaders** – Who manage our relationship with schools and volunteers and provide administrative support, to ensure the smooth running of our programme.

Other volunteers support us in specific areas such as safeguarding, IT, and marketing to schools.

Eight Area Leaders and 15 Mentors supported the In-School Volunteers. We recruited one Mentor based outside London who worked remotely with the In-School Volunteers she supported. This provides a promising model for providing a larger number of Mentors in the future.

We have continued to refine our operating model as we have gained experience; we have improved the communication amongst our groups of volunteers and with our partner schools and we will continue to work on this in the coming year. Following two years of Covid we were able to reinstate our summer ‘thank you’ party for volunteers, and we look forward to expanding our social activities in future years.

### Thank you to volunteers

The trustees thank all our many volunteers. We are totally reliant on your enthusiasm and commitment to achieve the aims of the charity.

By generously giving of your time and skills, whether in school or behind the scenes, you have enabled Number Champions to help over 240 children this year.



## How we support ourselves financially

The bulk of our activities, and in particular our delivery of support in schools, will always be provided by volunteers. However, in order for the charity to be sustainable, we need to be able to recruit paid staff to carry out the management and administrative work currently being done by the trustees. This will require us raising about three quarters of our funding from donations, with the balance coming from fees paid by our partner schools.

Because of the huge increase in need from charities during the pandemic, fundraising was particularly difficult over the last two years. We are delighted that this year we have nevertheless been able to raise funding from a wide range of sources to enable us to recruit our first (part time) employee. As described in the Chair's Report, we filled the role temporarily in March and April, and we have now appointed a new Head of Operations to start in September.

### Thank you to donors

We are grateful to the growing number of organisations and individuals whose generous support has enabled us to build our capacity to operate and to help children.

We have received donations this year from the following trusts and charities:



**JOHN LYON'S  
CHARITY**



**THE HORNERS  
CHARITY FUND**

Supported by



**The Vintners' Company**

We have also received donations from individuals including:

**Professor Scott Aaronson**

**Sir Simon and Lady (Shireen) Fraser**

**Sir David Spiegelhalter**

“Going through any errors/misconceptions in maths books has been really beneficial for children. M- particularly benefited from the opportunity to discuss different strategies and methods... M- has loved working with the volunteer this year and his arithmetic skills have noticeably improved.”

*Camden*

## Other activities in the year

**Upgrade to information infrastructure** – We are pleased to report that we met the target we gave in last year’s Annual Report and implemented a structured multi-user database on the ‘cloud’ in January 2022. This is supported by documented process charts for our main operational activities. We have been using the cloud-based infrastructure successfully for six months, and we believe it will provide a robust administrative system for our needs for at least the next four years.

We are grateful to Stuart Clifton, Harsha Aswani, and Jane Nelthorpe who have provided pro bono expert support for this project and are continuing to assist the charity.

**Academic evaluation** – Obtaining independent evaluation of the impact of our intervention on children is one of our strategic goals. This year we have been in discussion with academics at Queen Mary University about their running an evaluation project and they have agreed to seek funding for this to begin in academic year 2023-24.

**New illustrator** – It has always been our intention to move away from using stock photos of children. We are delighted that we have now commissioned Hannah Robinson, a talented young artist, to produce the drawings which you can see throughout this report. We look forward to updating our website later in the year to use Hannah’s images.

### Thank you for legal support

We thank Buvini Kularatne and Paige Izquierdo of Faegre Drinker Biddle & Reath LLP for pro bono legal support. This will enable us to simplify our operational processes around making contracts, reduce legal risk, and remove extra work and delays.

## Strategy

Our strategy continues to be to grow rapidly in order to **support more children, to make the charity sustainable**, and ultimately to be able to exert influence on education beyond our partner schools.

We will **widen our funding sources**; this will enable us to grow our organisation to increase the number of children we support.

Our geographical strategy is to **expand across London for at least the next three years**, before starting to build a presence nationally. In school year 2022-23, we will be active in 12 London boroughs both north and south of the Thames, and we plan to expand this range steadily in the coming years.

In the medium term we are continuing to rely on an end-of-year evaluation from teachers as our main evidence of the positive impact of our programme. It is a strategic goal of the charity **to develop other evaluation techniques and eventually to have a rigorous independent statistical review**. Our partnership with Queen Mary University is an important first step on this path.

“J-’s grasp of maths fluency, times tables and number bonds has improved which has enabled her to access the Year 3 learning more successfully. J- has really enjoyed her weekly sessions with the volunteer.”

*Islington*

# Governance

Under our constitution, a board of trustees, meeting about every six weeks, runs the charity. (Brief trustee biographies are published on our website.) In addition to the board’s strategic role, at each meeting it reviews the operations of the charity and, as necessary, initiates corrective action. The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

## Trustees who served during the year

**Bernard Manson**

Elected 15 July 2018  
Re-elected from 10 June 2020 to 10 June 2024

**Lisa Baglin**

Elected 10 February 2019  
Re-elected from 12 January 2020 to 10 June 2025

**Ron Finlay**

Elected from 12 May 2019 to 12 May 2023

**Sarah Manson**

Elected 15 July 2018  
Re-elected from 10 June 2020 to 10 June 2024

**Gelena Rozenberg**

Elected from 10 February 2019 to 10 August 2022

**Stephanie Sanchez Kuong**

Elected from 10 February 2019 to 10 February 2023

No trustee received any remuneration or any repayment of expenses in the year.

“P- particularly benefited from the opportunity to go over word problems that she found difficult during lessons. She ... still refers to the sessions with fondness! She was always very excited to see the volunteer!”

*Camden*



## Public benefit statement

Our main objective is ‘assisting primary school children in acquiring and consolidating basic mathematical skills’. Since our inception, we have focused our operational objective on ‘supporting children in state primary schools in Years 2 and 3 (six to eight-year-olds) who have fallen behind in maths’.

During the year, we worked with over 240 children in Years 2 and 3 in 25 state schools in North and Central London. The children were selected by their class teachers as having fallen behind the level of attainment in mathematics specified for their age under the National Curriculum.

The benefit to the children we worked with was an improvement in their confidence and skills in maths, as evidenced by independent evaluation by their class teacher. We and the schools believe that this will also improve their chances of successfully acquiring appropriate maths skills in future, and that it should have a positive impact on their overall educational and life chances.

The trustees have paid due attention to the Charity Commission guidance on public benefit when reviewing the charity’s objectives and activities.

“E- has specifically talked about how much fun she finds the sessions and she didn’t know maths could be fun!”

*Enfield*

“G- is more positive about maths, engages better during lessons and participates with greater enthusiasm. She is able to undertake tasks independently and has begun to select the appropriate manipulatives to help her.”

*Brent*



## Disadvantage and diversity

We use 'Pupil Premium' as a readily accessible measure to identify disadvantaged children. The average Pupil Premium percentage across our partner schools was 30%, compared with 25% across all London state-funded primary schools.

We do not hold data on individual children, but this year we asked schools to identify how many of their children with whom our volunteers worked were on Pupil Premium. Averaging results across our partner schools shows that 49% of the children we work with are on Pupil Premium.

The ethnic mix across our partner schools broadly matches the average mix across all London schools. When we reach sufficient scale, we will obtain statistics of the actual children we support rather than assuming that they match their schools'.

We currently do not track the mix of ethnicity and other attributes across our volunteers, but we do know that a wide range of ethnicities and nationalities are represented. Where we advertise a trustee role, we have started to use specialist websites which encourage people from ethnic minorities to become trustees.



## Risk management

The trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

Under our Risk Management Policy Framework, our overall goal is to take steps to give reasonable assurance that it can achieve our operational and strategic goals, even if adverse events occur.

The Framework creates a rolling process whereby the trustees establish and review a risk register of potential events which could impact delivery of the charity's objectives. For each risk, they assess and classify it according to its severity and likelihood and put in place appropriate controls. This process is reviewed annually by the board to ensure that it is working effectively. There is also an item on risk at each board meeting to review any risk identified as having emerged or altered due to changing circumstances.

## Trustees' responsibility statement

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. The trustees have elected to prepare the financial statements on a receipts and payments basis.

# ACCOUNTS

## Independent Examiner's report

### Independent Examiner's report to the trustees of Number Champions

I report to the trustees on my examination of the accounts of Number Champions (the Trust) for the year ended 31 July 2022.

#### Responsibilities and basis of report

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act'). I report in respect of my examination of the Charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

#### Independent Examiner's statement

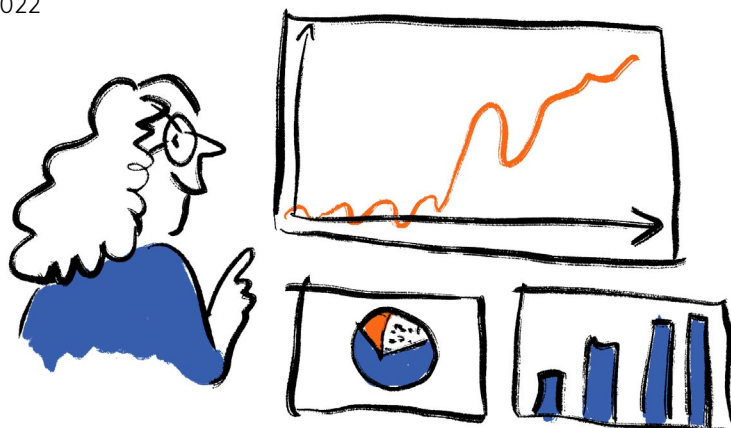
Having satisfied myself that the accounts of the Trust are not required to be audited and are eligible for independent examination, I have completed my examination. My examination cannot give the same level of assurance as an audit. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. The accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Peter Hill*

Peter Hill FCIS  
73 Priors Hill  
Wroughton SN4 0RL  
22 September 2022



# Statement of financial activities for the year ended 31 July 2022

## Statement of Income and Expenditure for the Year Ended 31 July 2022

	Notes	2021-22	2020-21
		£	£
<b>Total incoming resources</b>	1, 2, 3,4	<b>23,251</b>	<b>7,176</b>
Resources expended on:			
Staff	5, 6	3,669	0
Website development and running		1,381	597
Teaching materials		556	1,012
Other charitable activities		3,011	1,227
<b>Total expenditure</b>		<b>8,617</b>	<b>2,836</b>
<b>Net incoming resources</b>		<b>14,634</b>	<b>4,340</b>
Movement in funds		14,634	4,340
<b>Funds carried forward</b>	4, 7	<b>26,910</b>	<b>12,276</b>

## Statement of Assets and Liabilities at 31 July 2022

	Notes	2021-22	2020-21
		£	£
<b>Current Assets</b>			
Cash at bank		26,910	12,276
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		<b>26,910</b>	<b>12,276</b>

The notes on pages 15 to 17 form part of these financial statements.

These financial statements together with the Trustees' Report on pages 3 to 12 are authorised for issue on 22 September 2022 by the board of trustees, and signed on their behalf.

*Bernard Manson*

**Bernard Manson**, Chair

# Notes to the financial statements for the year ended 31 July 2022

## 1. Accounting policies

### a) Basis of accounting

The accounts are prepared on a receipts and payments basis, in accordance with applicable accounting standards and law. This option is available to the charity as it is a Charitable Incorporated Organisation (CIO) with income less than £250,000.

The income of the charity is under £25,000, and there is therefore no legal requirement for the charity to have an independent examination of the accounts or an audit. However, the board of trustees has elected to have an independent examination.

Number Champions meets the definition of a public benefit entity under FRS 102: 'An entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members.'

### b) Going concern basis

The trustees have ascertained that the charity's current cash balance together with its lowest projection for income are adequate to pay all its budgeted expenses to 31 July 2023, and they are therefore of the view that the charity is a going concern.

### c) Financial instruments

The charity has no financial instruments.

### d) VAT

The charity is not registered for VAT, and it records VAT on expenditure as an expense.

### e) Restricted funds

Where donations are restricted to specific purposes, there are controls in place to ensure that the funds are used only for these purposes. The amount and nature of each class of restricted funds brought forward, received and used in this year, and carried forward at year end are reported in these accounts.

### g) Legal Status

Number Champions is a CIO whose registered address is 6 Totnes Walk, London, N2 0AD.

"S- has improved his basic number skills since working with his mentor. He has developed strategies for solving number problems and is more secure with maths fluency, number bonds and knowledge of times tables. His engagement and confidence during maths lessons has improved throughout the year. The volunteer has been extremely helpful and S- has really enjoyed his weekly maths sessions."

*Islington*

## 2. Income

Of the income of £23,251, £6,760 is fees from schools and £16,491 is from donations.

## 3. Expenditure on raising income

There was £216 expenditure on raising income.

## 4. Restricted funds

No restricted funds were carried forward at July 2021. Certain donations given in the current financial year were restricted (i) to be used to support the employment of a Head of Operations but only for the pro-rata expense in certain boroughs and (ii) for all costs of expansion but only for pro-rata expense in a different set of boroughs. Restricted donations are from The Portal Trust and John Lyon's Charity.

These restricted funds and their usage (with all figures £) were:

Category	Head of Operations in certain boroughs	All expansion in certain boroughs	Total
Brought forward	0	0	0
Income in year	5,000	6,500	11,500
Expenditure in year	1,195	3,792	4,987
Carried forward	3,805	2,708	6,513

The total restricted funds carried forward were thus £6,513 out of total reserves of £26,910.

## 5. Staff

The charity had one part-time employee for part of the year. The average full-time equivalent number of employees for the year was 0.1. No employee earned £60,000 or over.

## 6. Staff pensions

The charity contributes to a defined contribution pension scheme for its staff in proportion to gross pay. There is no defined benefits scheme for any present or past staff.

“R- has benefitted from Number Champions both with her maths and socially. She has really valued the 1-1 adult time she’s been having with the volunteer and the quiet, focused support has meant that R- has had time to solidify her learning from the week, as well as occasionally getting a heads-up about what’s to come next week! Thank you!”

*Camden*

## 7. Reserves policy

The charity seeks to hold reserves of between 50% and 100% of the costs budgeted for the following financial year. This is to give resilience against future short-term fluctuations in income, so as to enable the charity to plan on a rolling twelve-month basis for continuance of employment of staff and for continued growth.

Reserves at 31 July 2022 are within this range. If, as planned, we had employed a Head of Operations continuously from February to 31 July, reserves would have been about £5,600 lower, but they would still have been in the target range.

## 8. Payments to trustees

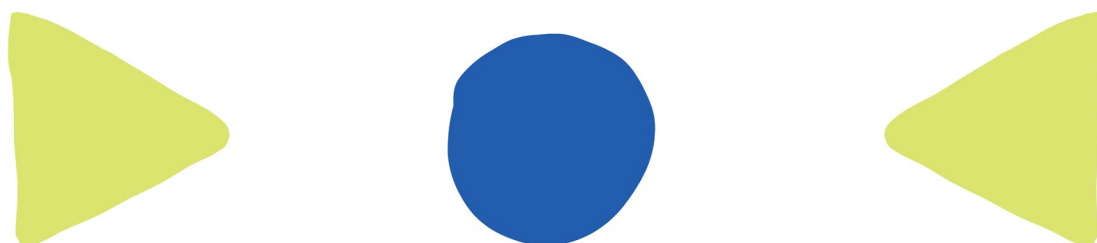
There were no payments or other benefits to trustees or connected persons.

## 9. Payment to the Independent Examiner

The Independent Examiner acted pro bono and no fee was paid.

## 10. Guarantees and charges

As required by the Charities Incorporated Organisations (General) Regulations 2012, this note states that the CIO has given no guarantees and has no outstanding debt secured by any charge.



“Number Champions has been a fantastic confidence boost for A-. Whereas at the beginning of the year she would get very anxious about her maths work and required adult support, she now confidently tackles questions independently, finding the resources she knows can support her with her learning. Thank you!”

*Camden*

“The volunteer has been absolutely great with B-. B-’s confidence in maths has grown immensely and she really enjoyed all the sessions. The volunteer made the sessions fun for the kids and they wanted to keep on going. B- has passed her SATs in maths and is now at the expected level of a Year 2 child.”

*Islington*



**Number Champions**

**1 2 3 4 5**

**fun + skills = confidence**

[www.numberchampions.org.uk](http://www.numberchampions.org.uk) @NumberChampions

Number Champions Charitable Incorporated Organisation • Registered Charity No. 1180340 (England and Wales)

Registered address: 6 Totnes Walk, London N2 0AD

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Report design: 1st Impression Creative Ltd • [www.1st-impression.org](http://www.1st-impression.org)

**Number Champions**

England & Wales - Charity number 1180340

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# Accounts

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Number Champions

1 2 3 4 5

fun + skills = confidence

# ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2021



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Thank you and your team for the work that you did do with our pupils. I am sure that the impact they had will be with those children throughout their schooling.

**Maths Lead, Barnet, 2021**

V- has made significant progress in maths this year and shows increased confidence in the subject. She has worked incredibly hard and reports that her sessions with M- were “really fun”.

**Teacher, Haringey, 2021**



## Chair's Report

Schools have worked heroically under immense difficulty this year to support their students. However, as a result of the disruptions from Covid-19, primary school children have fallen behind in their learning, with those from disadvantaged backgrounds being worst impacted. Our work is, therefore, all the more important.

Despite the pandemic, our volunteers were able to be in eight schools. This number would have been much higher, but a majority of schools wanting to partner with us decided not to have any non-staff members on their premises this year. Due to lockdowns and to classes having to self-isolate, volunteers provided fewer sessions than normal. Nevertheless, we received very positive evaluations and feedback, and I am particularly pleased to report that all of our eight partner schools have chosen to work with us again in the coming school year.

As documented in the trustees' report below, the charity made substantial further progress during the year in developing and strengthening its infrastructure. As we come out of the worst of the pandemic, we are well

placed to resume our growth both in geographical reach and in the number of children we support.

From September 2021, we will be partnering with a total of 24 schools across eight North and Central London boroughs. We will have over 70 volunteers in schools supporting well over 200 children.

Our vision remains 'to be in 1,000 schools in 2031' and to create sustained change at a national level for primary school children learning maths. Thanks to the resilience shown by all of our volunteers through the pandemic, we believe we remain on track to fulfil this vision.

*Bernard Manson*

**Bernard Manson**, Chair



# Trustees' Report

## What we do

The charity was established in July 2018 to help transform the lives of primary school children who struggle with numeracy or lack confidence in maths.

Our trained In-school Volunteers use games and other creative activities in one-to-one sessions with Year 2 and 3 children (aged six to eight) to enable them to overcome the 'maths barrier'.

Intervention at an early stage puts these young children back on track to achieve their full life potential, in a world where some fluency with maths and numbers is such an essential building block.

Each session is 20-30 minutes at least weekly for, in principle, the full school year. Sessions are in school time, but outside the classroom.

Former teachers, volunteering with us as mentors, train and support these In-school Volunteers and have helped us to develop dedicated resources for the volunteers to use with the children. We also have a former head teacher as our Safeguarding Officer.

The school decides which children need help. Although this is based solely on maths achievement, it is no surprise that a very large proportion of the children we work with are from disadvantaged backgrounds, as measured by Pupil Premium. Research shows that disadvantaged children are over nine months behind in numeracy at the end of primary school and that this gap has widened during the pandemic – so our work is now even more vital.

Currently, our activities are carried out entirely by volunteers, with the chair acting as chief executive and reporting to the board of trustees in this role. Our three main types of volunteer are:

- **In-school Volunteers** – trained to work in schools one-to-one with children to deliver our intervention
- **Mentors** – experienced primary school teachers who provide training and personal support to the volunteers and who observe them working with the children and provide feedback
- **Area Leaders** – these assist at an organisational level to recruit volunteers and to manage the relationship with schools.

Other volunteers have supported us in specific areas such as safeguarding, IT, and marketing to schools.

**We are the first charity systematically supporting young children with maths.**

According to the teachers and educational organisations we have consulted, we are the first charity systematically supporting young children with maths.

## Trustees' update for the year

Despite the continuance of the pandemic, we have much that is positive to report for this year, both with regard to supporting children and to building the capacity of the charity.

As it became clear that the pandemic would be prolonged, we assessed the feasibility of offering an online programme. However, we concluded that, given the young age of the children we support, remote working could not replicate the very rich and safe learning experience we provide in school where we use physical teaching aids and games. Accordingly, we have continued solely working in person.

Because of the pandemic, many schools did not allow non-staff members on their premises this year. We are delighted that we were nevertheless welcomed into eight schools and thus able to continue to deliver our support to children.



**We do love Number Champions and want to continue with it.**

**Head Teacher, Islington, 2021**



We carried out periodic risk assessments on Covid, in order to ensure that our volunteers went into schools only when we believed that the environment would be safe, as far as was reasonably practical – and also only if the volunteers themselves felt comfortable going into the school. This meant both that we restricted our volunteers going into school for longer than the Government’s January to March lockdown, and that we required our volunteers and partner schools to comply with our ‘Covid-19 Protocol’ which specified precautions in line with Government advice. There is more information on this under ‘Risk Management’ on page 10.

Apart from our volunteers’ work in schools, almost all our other activities this year have been carried out remotely.

## Volunteers

### In-school Volunteers

This year we had about 29 In-school Volunteers, the majority of whom are volunteering again with us in 2021-22. Alongside them, several volunteers from 2019-20 who were not in schools this year will restart volunteering in September.

In addition, we have recruited nearly 50 new In-School Volunteers for school year 2021-22 and we will train these over August and September.

**We will be supporting well over 200 children in 2021-22.**

As a result, we will be able to go from supporting about 85 children this year to supporting well over 200 children in 2021-22.

## Thank You to Our Volunteers

The trustees wish to thank all of our many volunteers. By generously giving of your time and skills to work enthusiastically with individual children or to help behind the scenes, you have made the work of Number Champions possible. We are especially grateful to our In-school Volunteers this year for going into schools during the pandemic.

### Mentors

We have now recruited 11 Mentors, and we plan to grow the team further. The Mentors have reviewed and developed our training materials, so that we will be able to deliver improved and standardised training this summer. We will have the capacity to repeat this standardised training as required going forwards.

### Area Leaders

We now have a team of 7 Area Leaders. This means we have an Area Leader in all but one of the boroughs in which we will operate in 2021-22 – and we are continuing to recruit. The Area Leaders have now taken on responsibility for – and improved many aspects of – managing our relationships with schools and volunteers.



Thank you to the amazing volunteers who come to our school and all schools. The children really benefit from your time and input!

**Drayton Park School, Islington, on Instagram, December 2020**

The girls say that they have enjoyed all of the maths that you have done with them and that it has boosted their maths and they love how you have taught them in fun ways. Thanks again for all of your help and enthusiasm. You’ve helped them a lot.

**Haringey school’s feedback to volunteer, 2021**



## Results

In previous years we have reported quantitative analysis of the impact of our intervention. However, for a number of reasons, we feel it is not appropriate to do so this year, despite having received positive evaluations on the progress of 'our' children relative to their peers.

Firstly, due to lockdowns and to whole classes having to self-isolate, volunteers were able to see each child for a maximum of 14 sessions, whereas in a normal year they would expect to deliver a minimum of 24 sessions.

Secondly, children's education and home life were so disrupted through the year that there would have been many other factors impacting their progress in maths.

### Our underlying scheme is robust.

The positive evaluations, very encouraging qualitative feedback from teachers and schools, and the fact that all eight of our partner schools 'voted with their feet' to continue to work with us in 2021-22, are evidence that our underlying scheme is robust.



N-'s attainment has measurably improved, as seen by his test scores. His mental arithmetic is improving, especially adding and counting in 2s, 5s and 10s. He is also a lot more willing to engage in maths lessons and seems to be enjoying maths a lot more than at the start of the year.

**Teacher, Islington, 2021**

S- has certainly benefited from having one-to-one help in maths. She has enjoyed the sessions and they have given her a "boost". She is quite positive about her maths and is more willing to give things a go during class discussions.

**Teacher, Haringey, 2021**

L- managed to achieve the expected level in a recent maths test. He is much more confident, particularly when using written methods for the four operations. I want to thank C- for all her hard work. She developed good relationships with all the children she worked with and was always so friendly and organised. C- asked me if there were any particular gaps in learning which she could work on. This enabled her to help the children make good progress.

**Teacher, Camden, 2021**



## Fundraising

In the first two years of the charity, we were trialling our work in schools and we did not feel justified in charging a fee. Following the success of our trial, we have – as planned – started charging schools this year.

We are pleased that schools have been willing to pay our fee. This demonstrates the value they see in our scheme and also gives us a solid basis for financial planning. In the longer term, we aim to raise about a third of our income from fees to schools and the remaining two thirds from donations.

**We have submitted a steady stream of grant applications with some succeeding and some still in the pipeline.**

From the beginning of the pandemic until the vaccine roll-out we could not make firm plans, and so we could not approach funders for donations. Since the start of this calendar year we have submitted a steady stream of grant applications with some succeeding and some still in the pipeline.

We are grateful to all the organisations which have given us grants this year. Their funding has supported our expenditure over the past 12 months and also increased our reserves – something which we will need for financial resilience in the future.

A major increase in scale will require the support of professional staff, in due course to include a paid chief executive. However, the bulk of the activities of the charity and, in particular, its provision of support in schools, will always be provided by volunteers.

## Thank You to Our Donors

We thank everyone who has made a donation this year to support our work. This includes The Horners Charity, the Peter Storrs Foundation, Young Barnet Foundation, and also various individuals. The economic position of state schools means that we are likely always to need to raise the majority of our funding from donors, and we are grateful to the growing number of organisations and individuals whose generous support is helping us to build our capacity to operate and to help children.



## Other activities in the year

While the pandemic limited our access to schools, we were able to put effort into several strategic initiatives which will strengthen the charity in the medium-to-long term. Key projects included:

**Volunteer Experience Review** – Anna Kasmir, an independent charity consultant acting pro bono, led this project aimed at ensuring that our volunteers had a meaningful, enjoyable, and rewarding experience. She analysed our organisational structure, volunteer role definitions, recruitment, training, induction, support, and management. In response to her recommendations we have implemented various improvements. For example, we have adopted a ‘safe recruitment’ policy which we have used in our recruitment of new volunteers since May this year. This improves our safeguarding framework and will support our growth in scale over the coming years.

**Upgrade to information infrastructure** – this aims to provide a scalable and secure solution for the charity’s need to manage data on schools, volunteers, and children. This is a necessary foundation for us to meet our growth objectives for at least three years. It involves documenting process and data requirements, selecting a data and systems architecture, and migrating administration from spreadsheets on a single PC to a structured database on the cloud. We are nearing the end of the design phase, and implementation is scheduled for January 2022.

The project is being managed by volunteers with experience at a senior level in process design and IT, and we are fortunate that the work is being done to a professional standard appropriate for a much larger organisation.

**Our Mentors have done extensive work to develop and standardise training.**

As we gain experience, we continue to refine how we deliver support to children. For example, we have put in place mechanisms to improve communication between teachers and our In-school Volunteers, and our Mentors have done extensive work to develop and standardise training.

## Strategy

We have demonstrated the organisational and financial capacity to weather the extended disruption caused by the pandemic over the last 18 months, and the long-term strategy of the charity remains intact.

**In September 2021, we will be partnering with 24 schools to support well over 200 children.**

We have agreements in place to partner with 24 schools from September 2021 and to support well over 200 children; this marks a resumption of our planned growth interrupted by the pandemic.

We will continue to seek funding; this will enable us to employ a part-time coordinator to support our growth beyond 24 schools.

Our geographical strategy is to expand across London over the next four years, before starting to build a presence nationally. We will be active in eight boroughs in both North and Central London in school year 2021-22, and we plan to expand this range steadily in the coming years.

In the medium term we are continuing to rely on an end-of-year evaluation from teachers to evidence the positive impact of our programme, but once we achieve a scale of working with over 500 children we will look to have a rigorous independent statistical review. This will be an important step towards raising our profile with schools, government, and funders. Academics and educational organisations have advised us on structuring our activities so that we are well-placed for such an evaluation.

## Governance

Under its constitution, the charity is run by a board of trustees which meets about every six weeks. (Brief trustee biographies are published on our website.) In addition to the board's strategic role, at each meeting it reviews the operations of the charity and, as necessary, initiates corrective action. The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

### Trustees who served during the year

#### **Bernard Manson**

Elected 15 July 2018

Re-elected from 10 June 2020 to 10 June 2024

#### **Lisa Baglin**

Elected from 10 February 2019 to 10 February 2022

#### **Ron Finlay**

Elected from 12 May 2019 to 12 May 2023

#### **Sarah Manson**

Elected 15 July 2018

Re-elected from 10 June 2020 to 10 June 2024

#### **Gelena Rozenberg**

Elected from 10 February 2019 to 10 August 2022

#### **Stephanie Sanchez Kuong**

Elected from 10 February 2019 to 10 February 2023

#### **Angela Smith-Morgan**

Elected from 17 February 2021 to 7 May 2021

No trustee received any remuneration or any repayment of expenses in the year.

We thank Angela Smith Morgan for joining as a trustee and regret her early departure following her unexpectedly being headhunted for a demanding full-time role as a charity CEO. In her short time as a trustee she brought valuable insights from her professional experience in the charity sector.



## Public Benefit Statement

The charity's main objective is 'assisting primary school children in acquiring and consolidating basic mathematical skills'. Since our first year, we have focused our operational objective on 'supporting children in state primary schools in Years 2 and 3 (six to eight-year-olds) who have fallen behind in maths'.

During the year, the charity worked with a total of about 85 children in Years 2 and 3 in eight state schools in North London. The children were selected by their class teachers as having fallen behind the level of attainment in mathematics specified for their age under the National Curriculum.

The pandemic meant that we worked in schools only in November and December 2020 and in April to July 2021. Also, some nine schools which wanted to partner with us could not do so because they restricted non-staff members being on their premises during the pandemic.

**...a positive impact on overall educational and life chances.**

The benefit to the children we worked with was an improvement in their confidence and skills in maths, as evidenced by independent evaluation by their class teacher. We and the schools believe that this will also improve their chances of successfully acquiring appropriate maths skills in future, and that it should have a positive impact on their overall educational and life chances.

The trustees have paid due attention to the Charity Commission guidance on public benefit when reviewing the charity's objectives and activities.



A- loved the sessions with J- and showed an improvement in his maths tests. I noticed a particular improvement in his mental calculation skills. J- kept me informed about the sessions and linked to learning in class. A- finds it difficult to concentrate on tasks and I think J- did a great job.

Teacher, Camden, 2021



## Disadvantage and Diversity

We use 'pupil premium' as a readily accessible measure to identify disadvantaged children. The average pupil premium percentage across our partner schools was 31.8%, compared with 27.8% for all London state-funded primary schools. Discussion with schools indicates that we work with a much higher percentage of students with pupil premium than each school's average, but we have not yet carried out a formal survey.

The ethnic mix across our partner schools broadly matches the average mix across all London schools. When we reach sufficient scale, we will obtain statistics of the actual children we support rather than assuming that they match their schools'.



## Risk Management

The Trustees have given consideration to the major risks to which the charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

Under our Risk Management Policy Framework, the charity's overall goal is to take steps to give reasonable assurance that it can achieve its operational and strategic goals, even if adverse events occur.

The Framework creates a rolling process whereby the trustees establish and review a risk register of potential events which could impact delivery of the charity's objectives. For each risk, they assess and classify it according to its severity and likelihood, and put in place appropriate controls. This process is reviewed annually by the board to ensure that it is working effectively. There is also an item on risk at each board meeting to review any risk identified as having emerged or altered due to changing circumstances.

Regarding the pandemic in particular, we have made repeated risk assessments of having our volunteers in schools, and we developed a detailed Covid-19 Protocol defining the steps they and the schools should take to protect their safety. Because schools were closed during the summer term of 2019-20, we were not able to discuss arrangements with them until September 2020. In the event we were able to work actively with eight schools.

In July 2021, government public health instructions to schools and to the public became far less directive. However, we have kept our Covid-19 Protocol in place and we will carry out a risk assessment of the situation at the start of September and take appropriate action. This will take into account both the underlying state of infections in the community and the health and safety stance of our partner schools. As before, our goal will be to endeavour to ensure that the environment in which we ask our volunteers to work is safe, as far as is reasonably practical. We also want our volunteers to go into schools only when they are comfortable doing so. Given the uncertainties as to the progress of the pandemic, we are aware that we may again have to stop and restart our work in schools.

As regards other risks arising from the pandemic, our financial risk management means that we had not committed to any unfunded expenditure, and our reserves and frugality give us financial viability for the medium term regardless of restrictions on our operations.

## Trustees' responsibility statement

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Trustees have elected to prepare the financial statements on a receipts and payments basis.



# Statement of Financial Activities for the Year Ended 31 July 2021

## Statement of Income and Expenditure for the Year Ended 31 July 2021

	<i>Notes</i>	2020-21	2019-20
		£	£
<b>Total incoming resources</b>	<i>1, 2, 3</i>	7,176	4,287
Resources expended on:			
Website development and running		597	1,466
Teaching materials	<i>4</i>	1,012	357
Other charitable activities		1,227	606
<b>Total expenditure</b>		2,836	2,429
<b>Net incoming resources</b>		4,340	1,858
<b>Movement in funds</b>		4,340	1,858
<b>Funds carried forward</b>	<i>5</i>	12,276	7,936

## Statement of Assets and Liabilities at 31 July 2021

	<i>Notes</i>	2020-21	2019-20
		£	£
<b>Current Assets</b>			
Cash at bank		12,276	7,936
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		12,276	7,936

The notes on page 12 form part of these financial statements.

These financial statements together with the Trustees' report on pages 3 to 10 are authorised for issue on 9 September 2021 by the board of trustees, and signed on their behalf.

*Bernard Manson*

**Bernard Manson**, Chair

# Accounts – Notes to the Financial Statements for the Year Ended 31 July 2021

## 1. Accounting Policies

### a) Basis of accounting

The accounts are prepared on a receipts and payments basis, in accordance with applicable accounting standards and law. This option is available to the charity as it is a Charitable Incorporated Organisation (CIO) with income less than £250,000.

Under the exemption available to CIOs with income under £25,000, the board of trustees has chosen not to have either an independent examination of the accounts or an audit.

Number Champions meets the definition of a public benefit entity under FRS 102: 'An entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than with a view to providing a financial return to equity providers, shareholders or members'.

### b) Going concern basis

The Trustees have ascertained that the charity's current cash balance is adequate to pay all its budgeted expenses to 31 July 2022, and are therefore of the view that the charity is a going concern.

### c) Financial instruments

The charity has no financial instruments.

### d) VAT

The charity is not registered for VAT, and it records VAT on expenditure as an expense.

### e) Employees

The charity has no employees.

### f) Restricted funds

£240 of the income in the year was restricted to training on safeguarding and was spent on this. The comparative figure for 2020 was £500 of income being restricted to purchase of educational materials for training and for use by volunteers in schools. The full £500 was carried forward and spent for these purposes in 2020-21. No restricted funds were carried forward at July 2021.

### g) Legal Status

Number Champions is a CIO whose registered address is 6 Totnes Walk, London N2 0AD.

## 2. Income

Of the income of £7,176, £1,746 is fees from schools and £5,430 is from donations.

## 3. Expenditure On Raising Income

There was £36 expenditure on raising income.

## 4. Teaching Materials

The increase in expense on teaching materials in 2020-21 relates to the purchase of equipment to be used to train new volunteers at the start of 2021-22 and materials for the volunteers to use in schools.

## 5. Reserves Policy

The charity seeks to build reserves over a number of years to 100% of annual staff costs. This is to give it resilience against future fluctuations in income. Until the charity has paid staff, the reserves policy is to minimise expenditure so as to maximise reserves at the end of the period, in order to allow continued operation even if there is a short-term reduction in income.

## 6. Payments to Trustees

There were no payments or other benefits to trustees or connected persons.

## 7. Guarantees and Charges

As required by the Charities Incorporated Organisations (General) Regulations 2012, this note states that the CIO has given no guarantees and has no outstanding debt secured by any charge.



**It is great that the children get extra time out of class to do Maths. They really enjoy the activities.**

**Drayton Park School, Islington, 2021**





Number Champions

1 2 3 4 5

fun + skills = confidence

[www.numberchampions.org.uk](http://www.numberchampions.org.uk) @NumberChampions

Number Champions Charitable Incorporated Organisation • Registered Charity No. 1180340 (England and Wales)  
Registered address: 6 Totnes Walk, London N2 0AD

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