

Number Champions

ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2024



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.

“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.

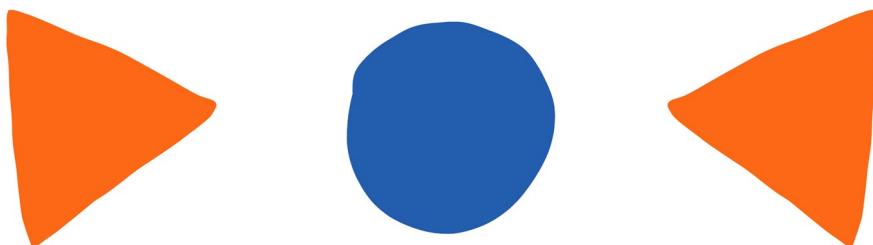
The schools decide which children need help. Although this is based on the level of maths attainment, it is no surprise that schools report this year that 62% of the children we work with are from disadvantaged backgrounds. This reflects research showing that, historically, disadvantaged children are 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

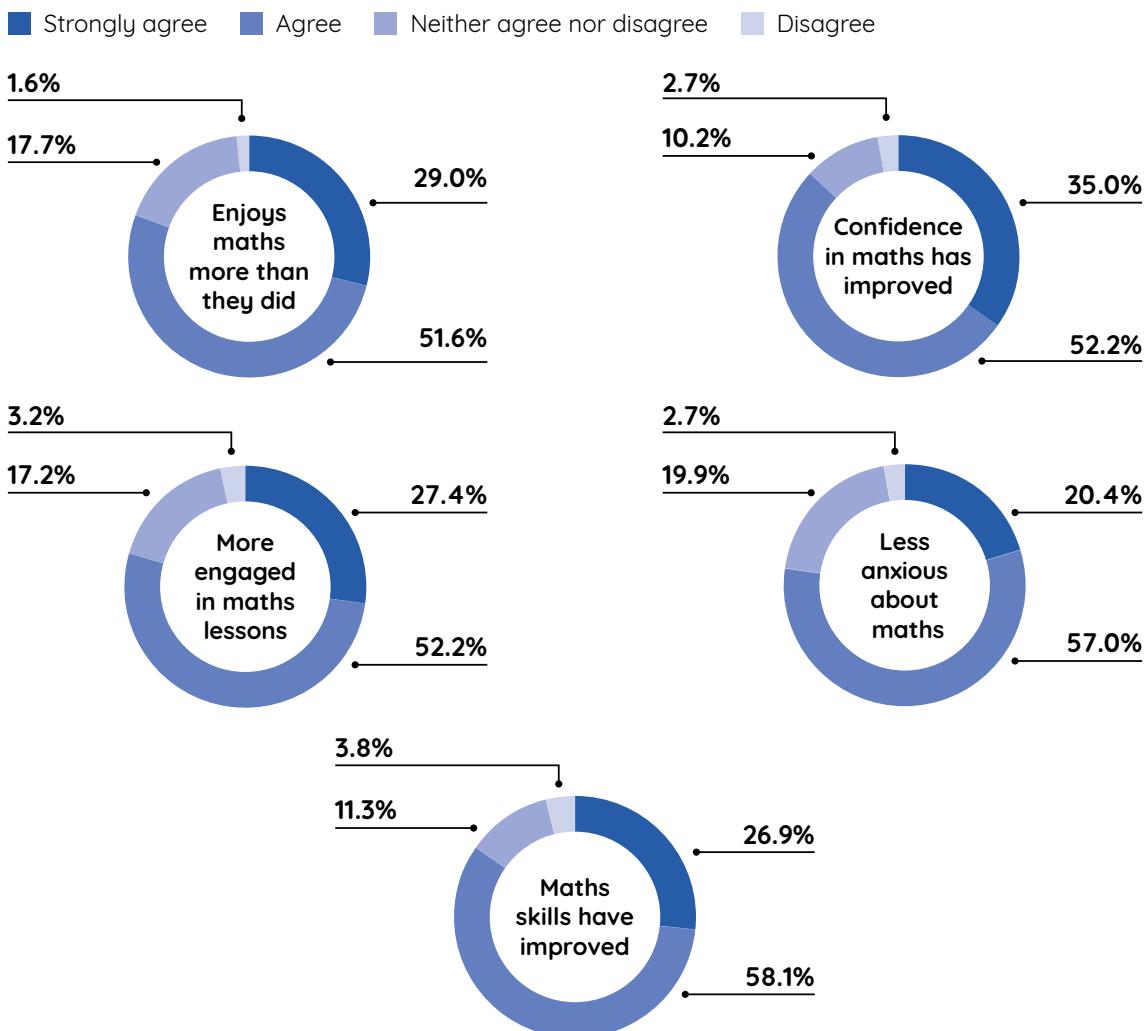
At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with across a range of metrics.

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 agree' 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:



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 Sheriff 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

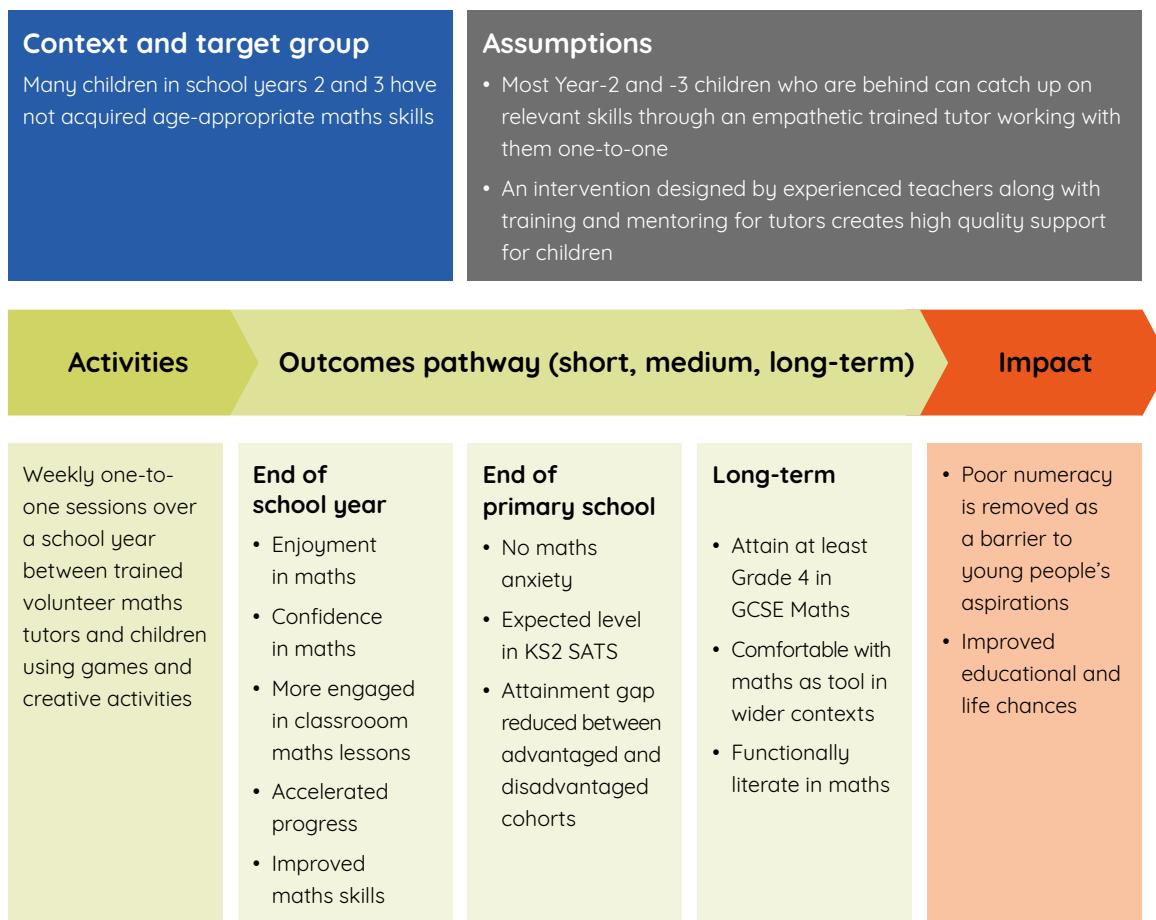
Peter Weal

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.



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

	Notes	2023-24	2022-23
		£	£
Total incoming resources	1, 2, 3, 4	46,271	34,113
Resources expended on:			
Staff salary and pension	5, 6, 7	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
Total expenditure		41,309	26,526
Net incoming resources		4,962	7,587
Movement in funds		4,962	7,587
Funds carried forward	4, 8	39,459	34,497

Statement of Assets and Liabilities at 31 July 2024

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

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 reassessments, 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

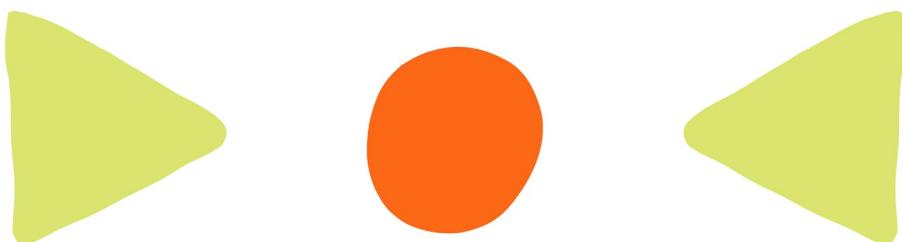
There were no payments or other benefits to trustees or connected persons.

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.





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.

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