

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.

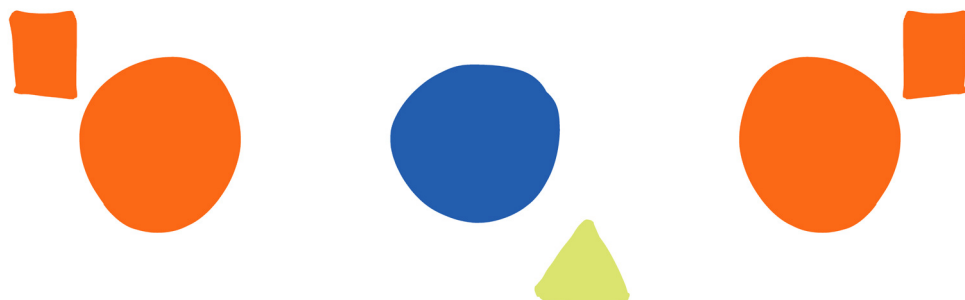
The schools decide which children need help. Although this is based on the level of maths attainment, it is no surprise that schools report this year that 56% of the children we work with are from disadvantaged backgrounds. This reflects research showing that, historically, disadvantaged children are 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

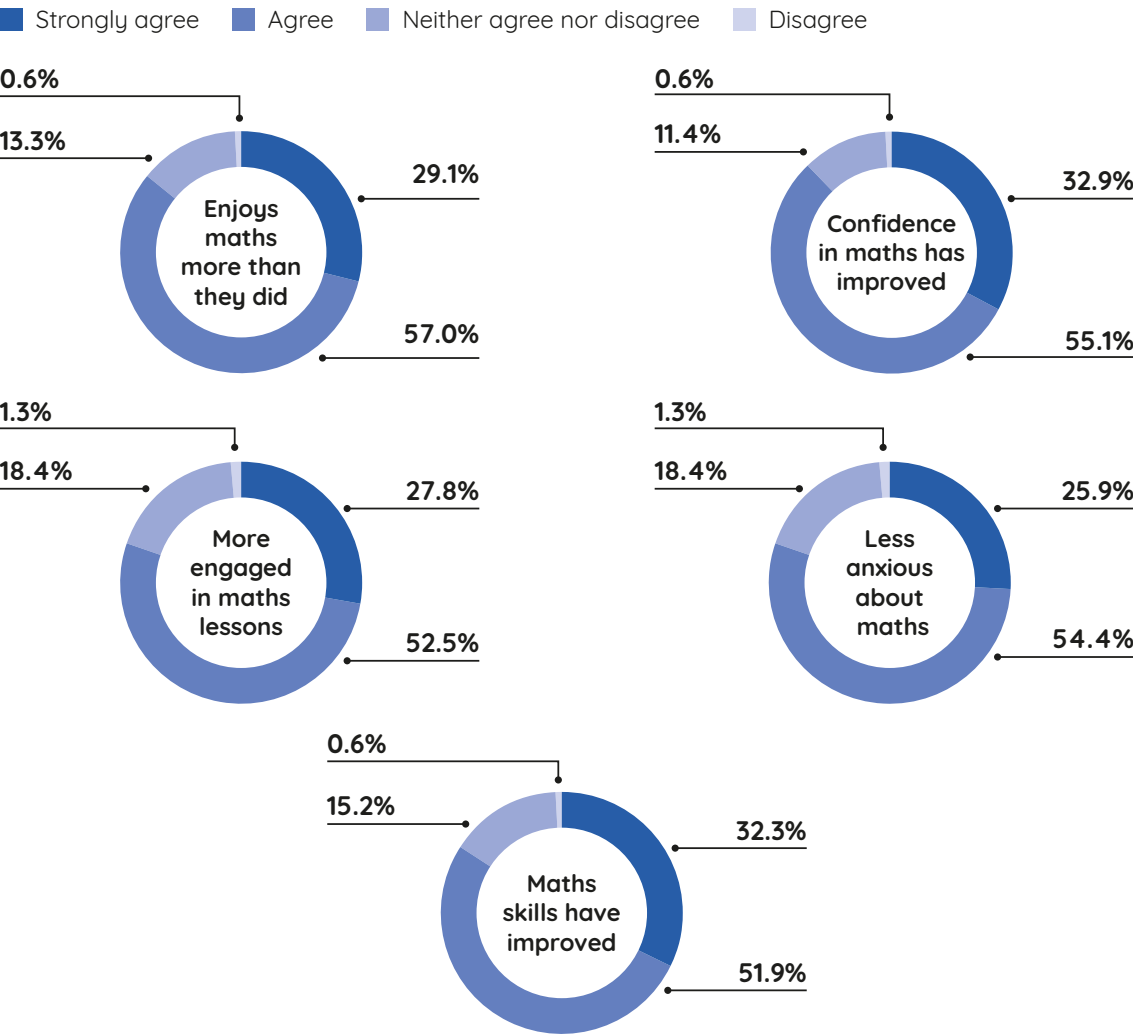
At the end of the school year, we asked teachers to evaluate the progress of the children our volunteers worked with across a range of metrics.

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:



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

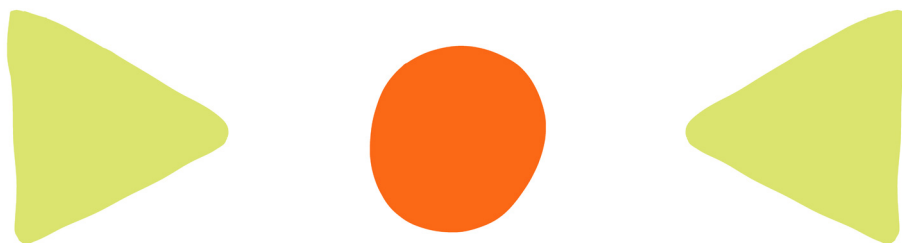
We worked with 34 partner schools from the autumn term, with a further six schools joining in the new calendar year. Over 130 In-School Volunteers were active during the year, supporting over 360 children.

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



JOHN LYON'S CHARITY



Red Education

Criseren Foundation • Robert Gavron Charitable Trust
Future Scope Charitable Trust

London Marathon

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.

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.

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.

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.



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

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

Statement of Assets and Liabilities at 31 July 2025

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

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
Total	2,500	24,875	27,375	0

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

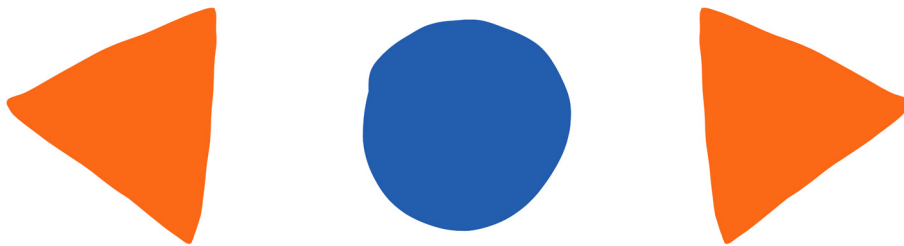
There were no payments or other benefits to trustees or connected persons.

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 • @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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