Number Champions

ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2026



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. The real names of children and volunteers have been changed, and only the school's borough is given.

"The direct 1:1 attention and support is so beneficial for Rosaline. Helen has gone above and beyond to make sure that the sessions are engaging and relevant to both her needs and what we're doing in the classroom."

Year 3 Teacher, Haringey

"Periklis enjoys the sessions with Luke and is also making progress which he delights in when he can translate it into our maths lessons. His basics are much improved, and he is less inclined to guess but you can see him working things out."

Year 2 Teacher, Richmond

CHAIR'S REPORT

This year, Number Champions' volunteers have helped over 360 children on the path to achieving their educational potential. Teachers' evaluations have again shown strong evidence of the positive impact of our programme.

I am grateful to our many volunteers, to our staff, and to our trustees for directly and indirectly progressing our mission. In addition, I thank our partner schools for entrusting their pupils to our volunteers and for their practical support. And I would also like to thank the many trusts, foundations, companies, and individuals who have supported the charity financially.

Three trustees completed their terms this year, Lisa Baglin, Sarah Manson, and Olivia Timbs. I am hugely grateful to each of them for their contribution to the development of the charity over many years. I am delighted to welcome in their place new trustees Rofiya Hussain, Alex Lauder, and Davina Ramen-Christensen. They have brought wide experience and fresh ideas to Number Champions, and it has been a pleasure working with them. Alex has taken on the new role of Vice Chair, which strengthens our governance and will reduce the charity's dependence on its Chair.

This year marks a new era for Number Champions with the arrival of our first CEO, Beth Silver. Beth is now responsible for all management of the organisation, with the trustees retaining oversight of governance and strategy. She brings experience as a charity CEO and also from a previous senior legal career, and I have been thrilled by the energy and wisdom which she has shown in the role. Beth reports below on her first year with the charity.

Under Beth's guidance, the trustees have developed a new three-year strategy, which articulates the vision and mission of Number Champions and our practical goals for the medium term. For the first time, we have published our strategy on our website, both to provide a shop window for the charity and to allow our stakeholders to understand our objectives and to be able to hold us to account.

Another major achievement has been a collaboration with the Observatory for Mathematical Education at Nottingham University to analyse the relationship between struggling with maths at primary school and not passing GCSE maths. The figures are truly shocking, with 73% of children who do not achieve "Expected Standard" in Key Stage 2 going on to fail the GCSE – with the figure being 83% for disadvantaged children. This underlines the importance of our work and gives us a statistic with which to awaken the interest of the educational establishment and funders.

Beth's appointment and the changing of the guard of trustees are part of the succession planning for my role, with a new chair to be recruited to enable me to leave the charity by May 2027. Among other things, this means that eight years after jointly founding the charity this is my last Chair's Report. I am delighted that – thanks to our strong staff, trustee, and volunteer teams – I am able to look forward confidently to Number Champions growing from strength to strength after my departure and continuing to help an increasing number of children each year to achieve their potential.



Bernard Manson, Chair



CEO'S REPORT

I joined Number Champions in September 2025 as its first CEO, and can hardly believe that nearly a year has passed already. It has been a whirlwind first year – and an absolute privilege to lead this wonderful organisation. I am enormously grateful to all of the staff, volunteers and trustees, both for making me feel so welcome when I joined and for the commitment, expertise and kindness they bring to Number Champions.

As the organisation's first CEO, much of my initial focus has necessarily been inward-looking. Alongside taking over the day-to-day management of the charity from its founder and Chair, I have spent time seeking to understand every aspect of how the organisation operates and considering how we can best position ourselves for the future.

This has therefore been a year of consolidation and enhancement. We have strengthened a number of our systems and processes, to ensure we are working efficiently and effectively and that we have strong platforms for sustainable growth. This has included reviewing our finance system and introducing an online bookkeeping system; a significant technology migration to streamline our provision and improve the way we work; and a comprehensive redesign of our website. We are extremely grateful to our corporate partner, Merto Solutions, which has supported us *pro bono* on many of the technical aspects of this work. While much of this activity happens behind the scenes, it is vital in ensuring that we remain resilient, professional, and ready to reach more children in the years ahead.

As Bernard notes in his Chair's report, one of the highlights of this year has been the development of our organisational strategy, which will guide Number Champions through to July 2028. This was a collaborative process involving trustees, staff, volunteers, supporters and partner schools. The strategy which we have developed gives us a clear sense of direction and ambition which will help us working towards our mission of no child's future being limited by poor numeracy.

While this year has necessarily focused on building strong foundations, I am excited that the coming year will allow us to look outward more confidently. We want to deepen existing partnerships and build new relationships across the education, charity and business sectors, so that we reach more of the children who need us most.

The need for our work remains clear. As highlighted elsewhere in this report, too many children continue to fall behind in maths at an early age, with significant consequences for their future education and life chances. Yet at Number Champions we see the transformative difference that patient encouragement from our dedicated volunteers can make.

I am proud of what we have achieved this year and excited about what lies ahead. Together with the whole Number Champions team, I look forward to another year of helping more children develop the maths skills and confidence they need to reach their full potential.

EJ Silver

Beth Silver, Chief Executive Officer

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 mission is to ensure that no child's future is limited by poor numeracy, and we pursue this by running a programme providing volunteer-led maths support to the children who need it most. We partner with schools wanting our volunteer support to help their children. We recruit and train In-School Volunteers to 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 acquire confidence and skills in maths.

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.

Elisa Darby, an experienced teacher, has been our principal trainer and developer of resources for the volunteers. We are pleased that she has now joined our staff and will continue this within a larger role. Our *pro bono* Safeguarding Officer also provides training. We thank our previous Safeguarding Officer, David-Jack Hanson, who retired from the role during the year, and Alexis Gaffin who has taken it on.

The In-School Volunteers receive personal support and advice as required throughout their volunteering from former and current teachers who volunteer with us as 'Mentors'.

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 68% 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.

"Bujar is usually reluctant with interventions, but he absolutely loves his sessions and looks forward to them. He doesn't view them as learning, he views them as fun games."

Year 3 Teacher, Islington

"Sarah has made good progress.. Her engagement in class is much better and she is completing homework now which she used to completely avoid."

Year 4 Teacher, Enfield

"At the beginning of the year, Isabela was working towards the expected standard, and she is now working at the expected standard. She can now confidently explain mathematical concepts using the correct vocabulary and is able to justify her answers. She approaches new learning with increasing confidence and has shown determination and resilience."

Year 2 Teacher, Brent

Impact analysis

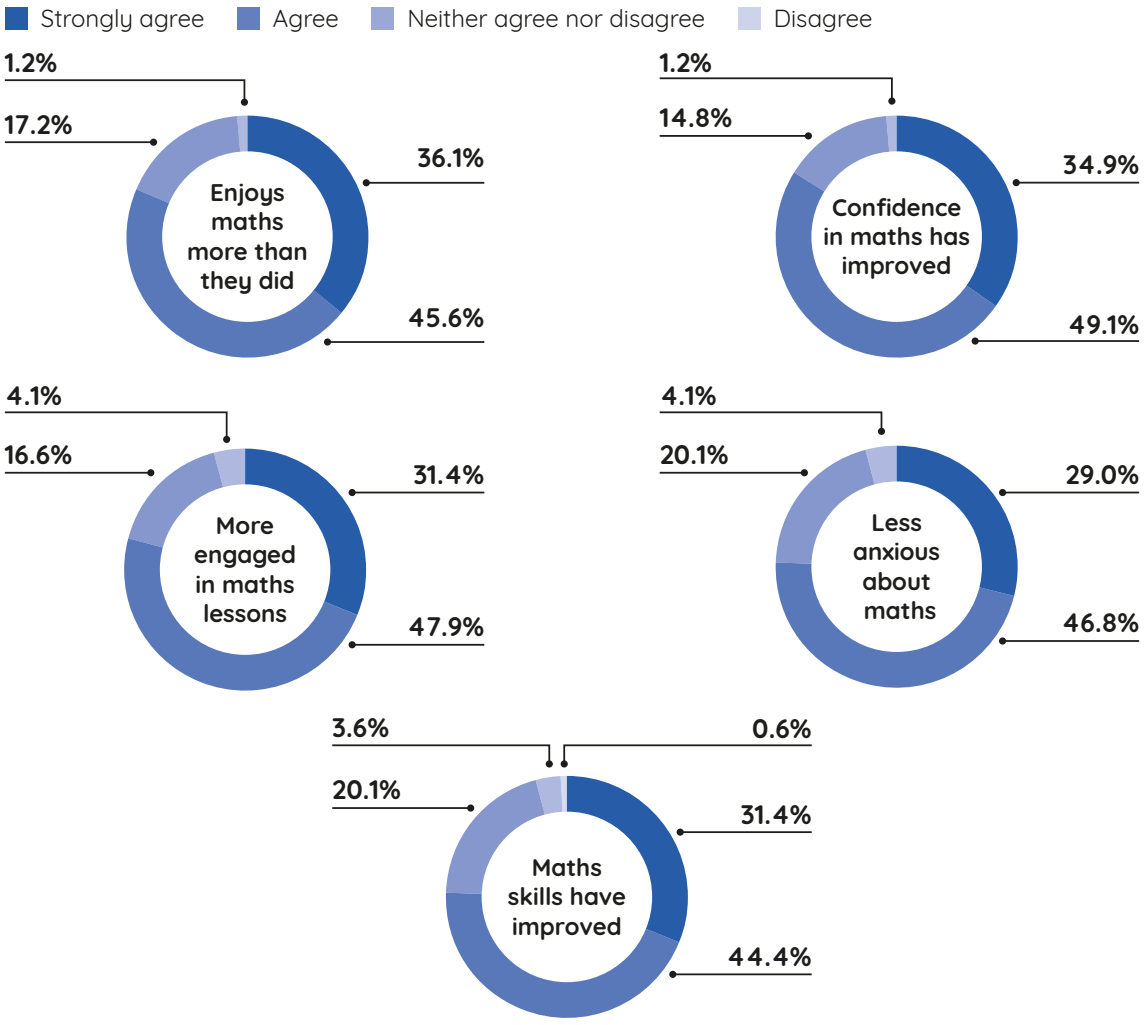
At the end of each school year, we ask teachers to evaluate the progress of the children our volunteers worked with across a range of metrics.

In particular, we give five statements and ask 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'			
	2025-26	2024-25	2023-24	2022-23
The child enjoys maths more than they did	82%	86%	81%	85%
The child's confidence in maths has improved	84%	88%	87%	86%
The child is more engaged in maths lessons	79%	80%	80%	79%
The child is less anxious about maths	76%	80%	77%	73%
The child's maths skills have improved	76%	84%	85%	83%
Average	**79%**	**84%**	**82%**	**81%**

A more detailed breakout of the results for 2025-26 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 also 9.1).

"I appreciate the way the volunteers provide feedback after each session, as it gives me ideas for practical maths games and activities that I can use in the classroom to further support pupils' learning."

Year 3 Teacher, Islington

"It has been brilliant for the kids and I would thoroughly recommend it."

Year 3 Teacher, Wandsworth

"Hayden was great and Josepha responded very well to her support. It fed into her making accelerated progress in Maths this year and it was a pleasure to watch her slowly blossom in confidence in this subject."

Year 3 Teacher, Haringey

How we work

We worked with 43 partner schools in the year. 131 In-School Volunteers were active during the year, supporting 369 children.

Having our first CEO this year has let us transfer to our staff team almost all operational and management tasks which had still been performed *pro bono* by our founder trustees. Only fundraising remains a joint responsibility of the Chair and the CEO, with plans to transfer this in full to the CEO. However, the core activity of the charity – supporting individual children in class – will continue to be delivered by volunteers.

We continue to refine our operating model as we shift away from being an organisation run by its trustees to one run by its staff.

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 18% of our funding from fees to school, with the balance mainly coming from donations from trusts and foundations.

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 organisations:

The Horners Charity Fund

The Worshipful Company of Salters

Worshipful Company of Insurers Charitable Trust

YOUNG BARNET FOUNDATION

WORSHIPFUL COMPANY OF ACTUARIES
CHARITY • CITY • COMMUNITY

UK FINANCIAL LITERACY FOUNDATION

Buzzacott
The Buzzacott Stuart Defries Memorial Fund

charterhouse

THE TOM AP RHYS PRYCE MEMORIAL TRUST
tom

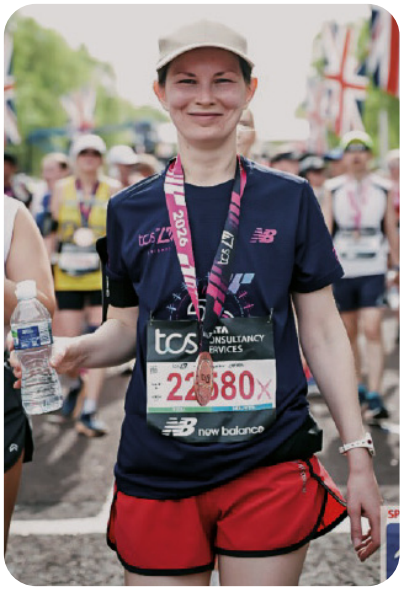
JOHN LYON'S CHARITY

Red Education

Makers of Playing Cards CHARITY

much loved

Criseren Foundation • Q Charitable Trust • The Samani Trust
S E Franklin's Charitable Trust • The Swire Charitable Trust
The Vandervell Foundation



Other activities in the year

London Marathon

Olga Dremova, an experienced volunteer and serial marathon runner, took up the challenge to run for Number Champions. Battling through an injury, she added the London Marathon to Auckland and others she has completed. She also raised a substantial sum for the charity.

Olga explains why she volunteers: “Maths has always come easily to me, and this opened many doors, giving me opportunities I would never have had otherwise. I know not every child gets the same start. I want to use the privilege I had to pay forward and help Number Champions support as many children as possible to have much better life chances.”

Thank you to Olga for her double support of Number Champions and of the children we help.

Strategy

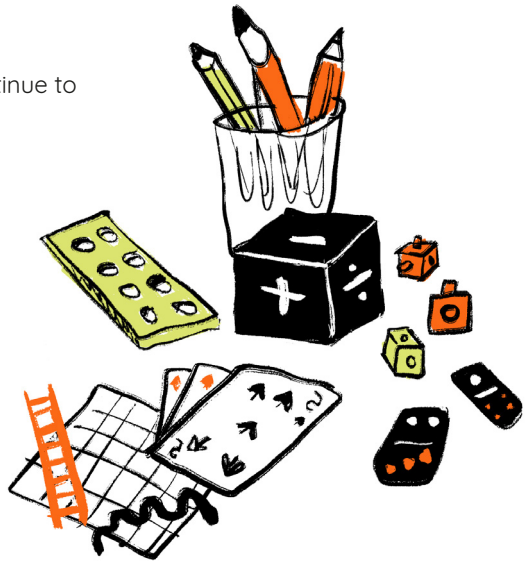
Our new strategy was developed with input from schools, volunteers, and staff, and approved by the trustees. It identifies four goals for the period to 2028:

- Reach more of the children who need us most,
- Provide a high-quality, high-impact service,
- Ensure our volunteers feel engaged and valued, and
- Build a sustainable, staff-led organisation.

Towards this we have committed to objectives including:

- Grow organically within London, so we support 500 children per year by July 2028;
- Improve the quality of our provision through feedback and evaluation mechanisms, including from children;
- Regularly engage with our volunteers to thank and motivate them, to ensure that volunteers feel valued as members of a Number Champions community;
- Recruit a new Chair to lead our board of trustees
- Diversify our sources of fundraised income and continue to establish longer-term relationships with funders.

You can read the full strategy on our **website**.



Academic partnerships

This year we worked with the Observatory for Mathematical Education at the University of Nottingham, which generated analysis for us on the linkage between Key Stage 2 and GCSE results. Published statistics in this area usually give correlations between total Key Stage 2 scores and total GCSE results, and we wanted a simple statement of the link between the Key Stage 2 and GSCE maths result only.

Shockingly, the key result was that 73%of children not achieving “Expected Standard” at the end of primary school test went on to fail GCSE. Worse, for children from disadvantaged backgrounds the figure was 83% failing.

This gives us strong evidence of the importance of our support in primary schools.

We also worked with Warwick Business School, whose student, Mamata Banthia, did her dissertation on trends in volunteering in the UK, with Number Champions as a case study. She interviewed about a dozen of our volunteers and staff and her dissertation gave us useful insights and ideas on our strategy for recruitment, management, and retainment of volunteers.

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 £256. This compares with £176 per child last year, with the increase being driven by our employment of a paid CEO to take over work previously done *pro bono* by our chair.

Given the highly positive impact of our programme, we believe that £256 remains excellent value for money compared with the Pupil Premium funding of £1,515 for each eligible child. The value to schools is even higher because they pay under a fifth of our costs, with the balance raised through donations.

Governance and oversight

Under our constitution, a board of trustees, meeting about every seven weeks, runs the charity. Brief trustee biographies are published on our website. The CEO and Head of Operations also attend board meetings. In addition to the board’s strategic role, at each meeting it reviews the activities of the charity and, as necessary, initiates corrective action.

We have a flat governance structure, without board subcommittees. The board delegates decision-making powers to the CEO and staff through a schedule of Delegated Authorities, reserving to itself powers such as setting strategy and budgets, agreeing staff salaries, and appointing new trustees.

The board itself is responsible for recruitment of trustees, using a wide search to find candidates who bring independence and necessary skills.

At the end of our 2024-25 year, trustees agreed operational objectives for 2025-26. This included recruitment of a CEO and transfer of management responsibilities to her, supporting at least 359 children but aiming to grow materially beyond this, together with a quality target to maintain the teachers’ annual evaluations of impact above 70%. These targets were met, although we exceeded our baseline of 359 children by only 10. The small increase in scale reflects the focus in our new CEO’s first year of putting in place a robust infrastructure for the charity as a solid platform for future growth; this has enabled us to set a target for 2026-27 of supporting 440 children.

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 2026

Ron Finlay
Elected 12 May 2019
Re-elected from 26 April 2023 to 12 May 2027

Tom Hyde (Treasurer)
Elected 9 January 2024 to 31 January 2027

Rofiya Hussain
Elected 27 January 2026 to 27 January 2030

Alexander Lauder
Elected 27 January 2026 to 27 January 2029

Sarah Manson
Elected 15 July 2018
Re-elected from 10 June 2024 to 31 October 2025

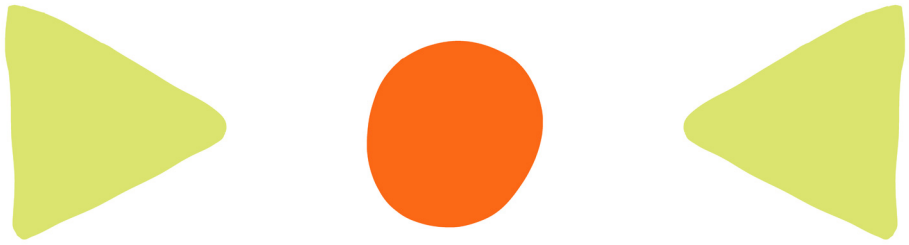
Davina Ramen-Christensen
Elected 27 January 2026 to 27 January 2029

Stephanie Sanchez Kuong
Elected 10 February 2019
Re-elected from 17 January 2026 to 10 August 2026

Olivia Timbs
Elected 3 August 2022
Re-elected from 8 July 2025 to 31 December 2025

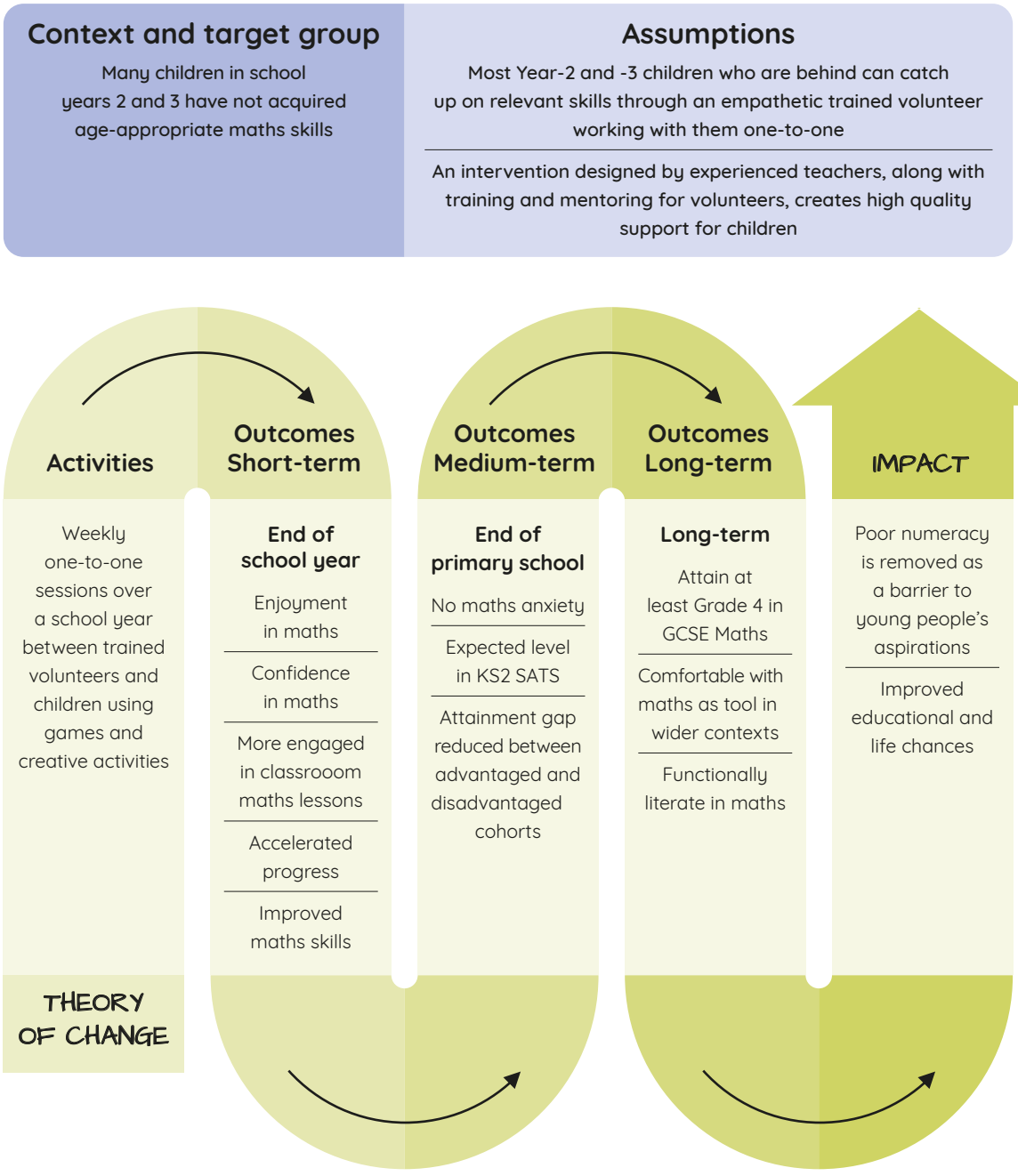
Peter Weal
Elected from 9 January 2024 to 31 January 2027

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 369 children. 68% 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 68% of children we supported came from disadvantaged backgrounds. Of these, 50% received Pupil Premium payments; this compares to 26% of children receiving Pupil Premium across all English schools. (Unfortunately, more granular statistics do not seem to be readily available, so we do not have a comparison percentage for London primary schools alone.) The high percentage amongst ‘our’ children 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 65% girls and 35% boys. This compares with 60%/40% in 2024-25 and broad gender equality in previous years This gender imbalance is consistent with a body of educational research which indicates that girls tend to be less confident in maths, despite achieving similar levels of attainment; however, this would not explain the shift from the previous more equal balance.

The ethnic mix of students across our partner schools broadly matches the average mix across all London 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 81-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 2026.

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 2026

Statement of financial activities for the year ended 31 July 2026

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

	Notes	2025-26	2024-25
		£	£
Total incoming resources	*1, 2, 3, 4*	**132,160**	**102,900**
Resources expended on:			
Staff salary and pension	*5, 6, 7*	80,817	43,758
Website and publications		1,403	1,550
Teaching materials and training	*7*	4,344	10,216
Other charitable activities	*8*	7,793	9,600
Total expenditure		**94,358**	**65,124**
Net incoming resources		**37,803**	**37,776**
Movement in funds		37,803	37,776
Funds carried forward	*4, 9*	**115,038**	**77,235**

Statement of Assets and Liabilities at 31 July 2025

	Notes	2025-26	2024-25
		£	£
Current Assets			
Cash at bank		115,038	77,235
Liabilities			
Creditors		0	0
Net Current Assets		**115,038**	**77,235**

The notes on pages 17 to 19 form part of these financial statements.

These financial statements together with the text on pages 3 to 15 are authorised for issue on 5 October 2026 by the board of trustees, and signed on their behalf.



Bernard Manson, Chair

Notes to the financial statements for the year ended 31 July 2026

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 2027, 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 167-169 Great Portland Street, 5th Floor, London W1W 5PF.

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

2. Income

Of the income of £132,160 (£102,900), £17,205 (£11,285) is fees from schools including reimbursement of DBS costs, £112,615 (£90,035) is from donations, and £2,341 (£1,580) is interest and other income. We continue to refine our processes for applying for grants; however, most grants are for a single year and the year-on-year movement in donations largely arises from random fluctuations in our success rate for applications. Our success-rate for applications was relatively high in this financial year.

3. Expenditure on raising income

There was £248 (£1,206) expenditure on raising income. The year-on-year decrease of £958 was largely due to absence of expense incurred on London Marathon places.

4. Restricted funds

£5,000 restricted funds were carried forward at 31 July 2026, compared with £0 at July 2025.

Nature of restriction	Brought forward August 2025	Income 2025-26	Expenditure 2025-26	Carried forward July 2026
	£	£	£	£
Supporting young people in John Lyon's Charity beneficial area	0	17,000	17,000	0
Salary of CEO	0	5,000	5,000	0
Volunteer training	0	5,000	5,000	0
Technical training	0	250	250	0
General expenditure in 2026-27	0	5,000	0	5,000
Total	**0**	**32,250**	**27,250**	**5,000**

5. Staff

The charity had five part-time employees. The average full-time equivalent number of employees for the year was 2.0 (previous year 1.4). No employee earned £60,000 or over. The increase in FTE year on year was due to the recruitment of our CEO, which was also the main contributor to the increase in staff costs by £37,059 over the period.

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

There was £4,344 (£10,216) expenditure on teaching and training materials. The year-on-year decrease of £5,872 was in part due to the mid-year employment of a contractor providing volunteer training with costs now reported under staff salaries (prior full year expense £3,197) and reductions in training equipment and 'Raising the Game' book costs due to materials remaining in stock (prior year training equipment expense £4,863 and prior year 'Raising the Game' expense £2,156).

8. Other charitable activities

There was £7,793 expenditure on other charitable activities (£9,600). The reduction of £1,807 was largely accounted for by expenditure in 2024-25 which was one-off: £1,690 on marketing, £990 on two places in the London Marathon, and £329 for a recruitment advert. This was partially offset by an increase in expenditure in 2025-26 on volunteer events of £1,035 (£1,912 against £877 the previous year) and on DBS checks £258 (£1,435 against £1,177), explaining a net £1,716 of the reduction.

9. Reserves policy

Our reserves policy is:

'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 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.

Where we receive unexpectedly high income so as to drive our reserves ratio above 75%, we will plan to restore the ratio to the target range within two years.'

Reserves at 31 July 2026 of £115,038 (£77,235) are above this range at 90% of budgeted expenditure for 2026-27. The high ratio of reserves reflects our successful efforts in fundraising during the course of the year.

Our unrestricted reserves are £110,038 and the unrestricted reserve ratio is 86%.

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.

"We've done [Number Champions] for 2 years at [our school] and it's absolutely fantastic. I've seen a real step change in the children's confidence and attitude towards their maths learning. Thank you!"

Year 3 Teacher, Barnet



Number Champions

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fun + skills = confidence

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