

Number Champions

1

2

3

4

5

fun + skills = confidence

# ANNUAL REPORT AND ACCOUNTS

For the year to 31 July 2020



*The charity was originally known as Number Sense*



As a school, we have seen outstanding progress – not only in attitude and confidence, but also in terms of individual attainment – from the children who have worked with Number Champions. We have been working with Number Champions since they began and they keep getting better as time goes on!

**Kyle Dionne, KS1 Phase Leader and Maths Leader, Wessex Gardens Primary, Barnet**



# Contents

Chair’s Report.....	3
Trustees’ Report.....	4
Public Benefit Statement.....	7
Disadvantage and Diversity.....	7
Strategy .....	7
Risk Management.....	8
Trustees’ Responsibility Statement.....	8
Accounts for the Year Ended 31 July 2020 .....	9
Notes to the Financial Statements.....	10



Thank you, Number Champions for being part of the team at Worcesters. Your volunteers took the time to find out from the teachers what the pupils needed to work on and gave regular feedback. The children really looked forward to their weekly one-to-one sessions with the volunteers. All the teachers reported an increase in confidence in the children’s approach to maths.

**Alison Martin, Associate Headteacher, Attigo Academy Trust, Enfield**

Number Champions has made a real difference to our school - having knowledgeable, committed volunteers coming in and supporting these children regularly has been brilliant.

**Holly Kingham, Maths Lead, Fleet Primary, Camden**



## Chair's Report

The Covid-19 pandemic has made this an unprecedented year for everyone. Since March we have been unable to fulfil our primary purpose of sending volunteers into schools to work with children. Nevertheless, we remain in excellent shape organisationally and financially, and we are ready to restart our activities from a stronger base when public health considerations allow.

Up to March we surpassed our own targets, and worked with 13 partner schools, 39 volunteers and some 120 children. The volunteers started around the end of September and so had only about half a school year with the children. It is therefore very gratifying that the schools' evaluation of our impact was still very positive. This is discussed in the section 'Results' on page five.

Also up to March, we had agreed well over half of our budgeted 24 partner schools for school year 2020-21. It then became clear to both sides that we had to wait for some clarity on the evolution of the pandemic and of the measures being taken to contain it before committing to any agreement, and all of our agreements for the new school year are on hold.

As at 31 July, we are in contact with over 30 schools, and we will speak to them in September to try to find a practical way to provide volunteers to at least some of them, albeit later in the school year. We are hopeful this will be possible, but it will depend on the trajectory of the epidemic.

The government has announced a new National Tutoring Fund to support tutoring in schools in 2020-21. We intend to apply for funds from this scheme.

We have used the enforced lockdown constructively to advance the infrastructure of the charity. Our team of mentors – all experienced primary school teachers – have met remotely during the lockdown to develop improved training and support material for our volunteers. We have initiated a project to review our structures for managing volunteers; this should make recommendations in the autumn for us to implement in 2021. Our new Safeguarding Officer, Graham Beeden, a former primary school head, has developed our

safeguarding policy and processes and has also developed and delivered training. Thus we should emerge from the interruption to our work in schools stronger than we were before.

We have also used lockdown to accelerate our planned renaming. A central part of our vision in founding the charity was to help children acquire 'number sense' – a term in education signifying the ability to understand numbers and quantities, as opposed to simply following rules to do 'sums'. We therefore chose the name 'Number Sense'. We discovered this year that we could not trademark 'Number Sense' and we decided that we should change to a name which we could protect.

Our new name 'Number Champions' maintains a link to our original name and carries equally positive connotations. We champion numbers, and the children we work with can become 'number champions' themselves. We have registered Number Champions as a trademark and during lockdown we completed all legal and practical aspects of renaming and rebranding. Our underlying vision, our activities, and our commitment to help children acquire 'number sense' are unchanged.

In our 2019 annual report we declared our vision 'to be in 1,000 schools in 10 years'. The virus will certainly delay our growth, but we are determined to get back on track 'to be in 1,000 schools in 2031' and to create useful change at a national level for primary school children learning maths.

*Bernard Manson*

**Bernard Manson**, Chair

# Trustees' Report

Covid-19 meant that from mid-March the charity was unable to fulfil its mission to support children in maths. Nevertheless, we have much that is positive to report on, and we are in a strong position to restart our activities as soon as public health considerations allow.

## Organisation and governance

The charity was established in July 2018 and is in its second year. Under its constitution, it is run by a board of trustees. The board meets about every six weeks. In addition to its 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. The names and terms of the individual trustees are given in the section 'Our board of trustees' on page seven, with brief biographies on our website.

Currently, the activities of the charity are carried out completely by volunteers, with the chair acting as chief executive and reporting to the board in this role. Start-up funding from a small trust combined with generous donations from other sources has funded the charity for its first two years to July 2020, and has also allowed us to build reserves which will guarantee the continued operation of the charity to July 2022 and beyond.

The work of the charity is implemented by three main types of volunteer:

- **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 the volunteers 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 fundraising. The section 'Activities in the year' below details the numbers and types of volunteers we have recruited.

Our medium-term plan includes obtaining grant funding to enable us to expand rapidly the number of schools and children we work with. This 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.



## Intervention

The core activity of the charity has been to deliver our intervention in schools. We have continued to refine this as we have gained experience, particularly as regards improving communication between our partner schools and our In-school Volunteers.

**We work with children in state primary schools in Years 2 and 3 (age six to eight) who have fallen behind in maths. The class teacher selects children who could benefit from this support, and an In-school Volunteer works one-to-one with that child in a 20 to 30 minute session at least weekly for (in principle) the full school year. Sessions are in school time, but outside the classroom.**

The goals are to support the child in (i) gaining confidence and enjoyment in maths and (ii) acquiring or reinforcing age-appropriate skills in the maths National Curriculum.

With the support of our Mentors and other teachers, we have developed a 'Core Curriculum' which strips down the National Curriculum for Years 1, 2, and 3 to those elements which contribute most directly to the 'four operations' of addition, subtraction, multiplication, and division. The Mentors also train the volunteers and provide expert support during the year.

We train the In-school Volunteers to identify each child's missing skills from this curriculum. Working with games and other activities, the volunteer helps the child to gain confidence and to acquire and practise skills.

The definition of the intervention includes communication and feedback between the teacher and the volunteer. For example, we require an initial statement by the teacher of the child's needs, formal face-to-face feedback sessions during the year, and an end-of-year evaluation by the teacher as to how each child has progressed relative to his or her peers in understanding and confidence.

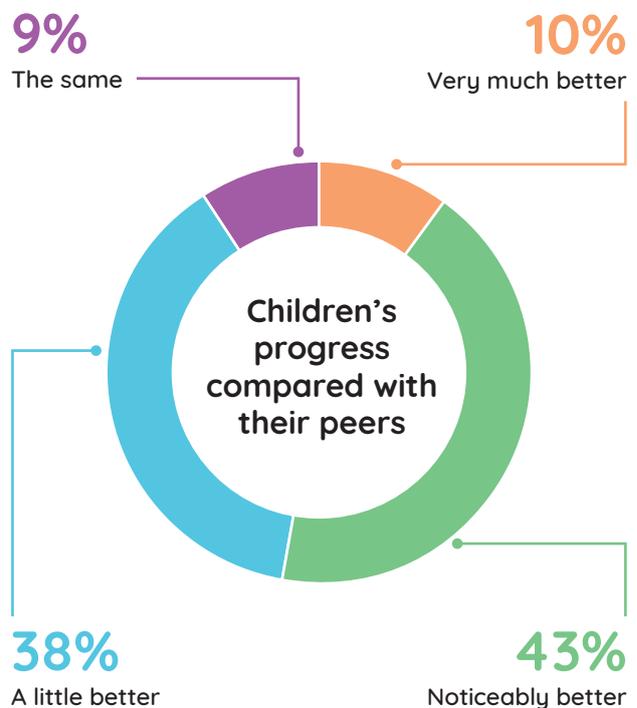
## Thank You to Our Volunteers

The trustees wish to thank all of our many volunteers who have helped the charity during the year. 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.

## Results

Just as we did in 2018-19, we asked the class teachers to evaluate the progress of the children we worked with relative to the rest of their class. With responses from all 13 of our partner schools covering 89% of the children, the evaluations were very positive. This was despite the fact that the virus greatly reduced the number of sessions with children from the planned full-year intervention.

10% of children had progressed 'very much better' and 43% 'noticeably better' than their peers. The 2019 comparatives were 20% and 40%. No child was evaluated as having 'worse' progress.



Given the circumstances of the year, this is a very strong demonstration of the effectiveness of our intervention. We believe that much of the benefit of the intervention flows from a relationship built up over many months, and so we are not surprised that the percentage of responses in the top two categories has dropped this year. We are confident that when we can again provide our intervention over a complete year we will see this percentage increase.

The results are particularly encouraging as the children were selected by the teachers precisely because their progress had previously been below that of their classmates. The fact that no child in the intervention was evaluated as doing 'worse' is itself evidence of a measurable improvement.

In September, the schools asked each child questions in a standard 'attitude test' to determine their feelings about maths. The plan was to redo this test in July, to see how their attitudes were affected by working with our volunteers. The lockdown prevented this 'after' test. We intend to carry out a trial 'before and after' attitude test in the future, but this would be after 2020-21.

In future years we also plan to trial 'before and after' testing for attainment relative to the average for the child's age. This will feed into our discussions with academics on how we can progress to independent statistical testing of the impact of our intervention.

### Activities in the year

The charity was founded with a plan in place to run a pilot scheme for two years in North London. Our first year was 2018-19, which we finished with five partner schools and 14 in-school volunteers who worked with 46 children. This year, to March, we had 13 partner schools across six boroughs, with 39 volunteers working with some 120 children. We also worked with Bell Lane Primary School, helping it set up its own internal scheme mirroring ours, with parents as volunteers.

Up to March, we had eight Mentors supporting In-School Volunteers and providing training. Since March, the Mentors have collaborated remotely to develop our training and to produce additional support material for volunteers. A further four former teachers joined for this project. We have put all of our support material on our website to make it available to teachers and parents as well as to our volunteers, and we have advertised this through our partner schools and social media.

Last year we established a five-year development plan covering organisation, numbers of schools, volunteers, children, and budget. Up to March we were ahead of this plan as regards schools, volunteers, and children. We have kept our full-year expenditure well below the

budgeted figure through actions such as obtaining pro-bono legal support.

As at 31 July, we are planning for our volunteers to return to schools after the October 2020 half term. In August we will finalise our health & safety procedures and start to recruit new In-school Volunteers, and we will resume our negotiations with schools in September. There are major uncertainties regarding how the pandemic will progress and how public health guidance may change, the willingness and capability of schools to receive volunteers, and the willingness of volunteers to go into schools. Nevertheless, we are hopeful that we can be in at least some schools from early November.

We are optimistic that the pandemic will be under control by summer 2021, or in a worst case by summer 2022, and we plan to resume rapid growth from 2021-22 or 2022-23 accordingly.

During the year, including during the lockdown, we progressed various aspects of the charity's infrastructure. We obtained pro bono legal support to develop a standard agreement with schools; we signed this agreement with various schools for 2020-21 pre-lockdown and it has greatly professionalised our negotiation and management of legal risks. We have recruited a Safeguarding Officer, Graham Beeden, who has developed our safeguarding policies and processes and has improved our training for safeguarding. Our Mentors have further developed our online support material for our In-school Volunteers, and we have made this available on our website to teachers and parents.

As mentioned in the Chair's report, we have also used the lockdown period to change the name of the charity to Number Champions. This gives us the protection of a registered trademark, which we believe will be important for us in the longer term.

## Thank You to Our Mentors

We thank our Mentors who supported our In-school Volunteers to March and then collaborated remotely through the lockdown to develop training and resource material. A particular thank you to Saphia Islam and to Selina Shah who drafted most of our new support material.

## Thank You to Our Pro-bono Lawyer

We thank Zara Mullick of Sky UK who provided pro-bono legal support through LawWorks to help us develop our standard agreement with schools this year.

## Our Board of Trustees

Trustees who served during the year:

**Bernard Manson**

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**

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.

## Public Benefit Statement

The charity's main objective is 'assisting primary school children in acquiring and consolidating basic mathematical skills'. The trustees have currently 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 120 children in Years 2 and 3 in 13 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 Coronavirus pandemic stopped the charity working in schools from mid-March. Nevertheless, we are well placed to resume activity as soon as public health regulations allow.

The benefit to the children 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 education.

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

## 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 29%, compared with 25% for all London primary schools. 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'.

## Strategy

The charity has carried out a two-year pilot from September 2018 to July 2020. The goals of this pilot were to roll out an intervention to support children in learning maths and to develop and validate it through practical experience with schools, volunteers, and children. We believe that the evaluation in the 'Results' section on page five demonstrates that we have achieved these goals.

Our ambitious plan for growth from 2020-21 has been disrupted by the Covid-19 pandemic. Nevertheless, the overall strategy of the charity remains intact, and our working assumption is that we can resume our planned growth, either a year in arrears from September 2021 or two years in arrears from September 2022. We have the organisational and financial capacity to weather an extended period of not being able to operate in schools, and to restart quickly.

## Thank You to Our Donors

We thank those individuals and organisations who have given financial support to enable Number Champions to operate. In particular, we are grateful to The Worshipful Company of Horners and to KPMG, who have each supported us financially this year.

The virus has also impacted fundraising. We have received support from two corporate donors, but several other potential funders with whom we were in contact have stopped considering new applications until the outcome of the Covid-19 crisis is clearer. We believe that in the longer term we will still be able to access funding to support our planned growth, but that it may not be practical to start a dialogue with new potential funders until around the end of 2020.

Our geographical strategy is to expand across London over the next five years, before starting to build a presence nationally.

A key strategic goal is to prove that our intervention has a positive impact. In the medium term we will continue to rely on an end-of-year evaluation from teachers to evidence impact, but once we achieve a scale of working with over 500 children it will become possible to have a rigorous independent statistical review. We are in contact with academics and educational organisations who have advised us on structuring our activities so that we are well placed for such an evaluation.

## Risk Management

We have put in place a Risk Management Policy Framework. Under this, the charity’s overall goal is to take steps to give reasonable assurance that it can achieve its operational and strategic goals, even if statistically predictable adverse events - ‘known unknowns’ - 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.

Although we had not identified in advance a risk of a virus pandemic creating an extended lockdown, our effective governance processes meant we were able to respond quickly to remove our volunteers from schools and to switch to remote working for all our organisational activities. In addition, 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 or difficulties with obtaining funding.

Before March, we developed our risk register to include for each risk a ranking of severity and an overall mitigation plan. The pandemic and lockdown have created a new risk landscape and we have updated our risk register in the light of this. This includes addressing health and safety issues of placing volunteers in schools during the pandemic. As uncertainties remain as to when and how we can restart our volunteering in schools, our overall risk management goal is to maintain the capacity to restart quickly whenever circumstances allow, whether that be 2020-21 or later.

The trustees are satisfied that, as far as is practical, processes are established in order to manage the risks facing the charity.

## 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 2020

## Statement of Income and Expenditure for the Year Ended 31 July 2020

	<i>Notes</i>	2019/20	2018/19
		£	£
<b>Total incoming resources</b>	1, 2, 3, 4	4,287	9,000
Resources expended on:			
Website development and running		1,466	2,224
Teaching materials		357	280
Other charitable activities		606	418
<b>Total expenditure</b>		2,429	2,922
<b>Net incoming resources</b>		1,858	6,078
<b>Movement in funds</b>		1,858	6,078
<b>Funds carried forward</b>	4	7,936	6,078

## Statement of Assets and Liabilities at 31 July 2020

	<i>Notes</i>	2019/20	2018/19
		£	£
<b>Current Assets</b>			
Cash at bank	5	7,936	6,078
<b>Liabilities</b>			
Creditors		0	0
<b>Net Current Assets</b>		7,936	6,078

The notes on page 10 form part of these financial statements.

These financial statements together with the Trustees' report on pages four to eight are authorised for issue on 3 September 2020 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 2020

## 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 2021, 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

£500 of the income and of funds carried forward (2019 £0) are restricted to purchase of educational materials for training and for use by volunteers in schools.

### g) Legal Status

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

## 2. Income

The income of £4,287 is from donations.

## 3. Expenditure On Raising Income

There was no expenditure on raising income.

## 4. 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.

**5.** 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

© Number Champions 2020

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