

Charity Registration No. 1145669

Company Registration No. 07886294 (England and Wales)

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT AND CONSOLIDATED ACCOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

***FOR THE YEAR ENDED 31 DECEMBER 2023***

<b>Trustees</b>	Perdita Fraser (Chair) Andrew Haldane (Vice-Chair) Edward Brunel-Cohen (Honorary Treasurer) Paul Coffey Sherry Coutu Catherine McClure Graham Keniston-Cooper Chris Linton Hiten Patel Catherine Paulson-Ellis Sandra Wallace CBE
<b>Chief Executive</b>	Samuel Sims
<b>Charity number</b>	1145669
<b>Company number</b>	07886294
<b>Registered office &amp; principal address</b>	Unit 54/55 Sussex Innovation Centre Science Park Square Brighton BN1 9SB
<b>Auditors</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN
<b>Main bankers</b>	Virgin Money Virgin Money Store 170 North Street Brighton BN1 1EA

# **NATIONAL NUMERACY (LIMITED BY GUARANTEE)**

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# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

***FOR THE YEAR ENDED 31 DECEMBER 2023***

The trustees of National Numeracy are pleased to present their report together with the audited financial statements of the charitable company for the year 1 January 2023 to 31 December 2023. The trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015). Since the company and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic report and Director's Report) Regulations 2013 is not required.

## **Objectives and activities**

The objectives of the charity are to promote education for the public benefit in mathematics and numeracy. The policies and activities adopted in furtherance of these objects are set out below. The trustees have paid due regard to guidance on public benefit issued by the Charity Commission in deciding what activities the charity should undertake.

### **A message from our CEO and Chair of Trustees**

The world is in a highly dynamic state. The rapid change, constant uncertainty and complexity that characterised the Covid-19 period have persisted. The new norm of social, economic, political, environmental and cultural flux has highlighted how absolutely central numeracy is to our everyday lives. Soaring costs for energy, food and other basic essentials hit those worst off the hardest. Last year it became clear the confidence to understand and work with numbers can no longer be viewed as a 'nice to have' but is crucial to navigating daily life. It is also crucial to thriving in life. In 2023 we released new research on numeracy's role in improving social mobility and found the careers, earnings and progression of women, younger people and those that are unemployed, in particular, were negatively affected by low numeracy. 2023 was the year that Prime Minister Rishi Sunak drew attention to the nation's 'anti-maths mindset' with his 'maths to 18' plans. At National Numeracy we welcome a spotlight being shone on the UK's poor numeracy levels after a decade of campaigning. But we continue to stress the need for a strong link to the everyday maths needed outside of the classroom.

And we continue to advocate support for everyone, no matter what level of attainment, as well as supporting teachers and educators to deliver improved numeracy for all. It has been heartening to see the determination of individuals, businesses, local authorities, civil society organisations, schools and colleges to use numeracy as a tool for positive change. There is an increasing acknowledgement of numeracy as a pillar for building a financially inclusive, resilient and socially mobile nation. And this has been reflected in the growth of our programmes and services. In 2023 we ran more in-person events, training sessions and workshops, than ever before. We are working face-to-face in schools, community settings and workplaces around the country: our place-based work goes from strength to strength. Media coverage of our work grew by 252% in 2023, with 1,335 mentions compared to 379 the year before. Meanwhile, our digital services are showing record levels of demand. We saw a 34% increase of new users on our website and 1.1 million interactions online across the year. From downloading our free resources to watching our informative videos, people are improving their numeracy wherever and whenever suits them, via mobile phones and other devices. There is much progress to celebrate: over 32,000 adults and 81,000 children participated in our programmes in 2023. This simply would not have been possible without our amazing, committed group of partners. But, against the backdrop of challenging social and economic circumstances, there is much more to do. We have ambitious plans to increase our impact in 2024 and beyond. We wholeheartedly welcome your partnership and support in making this a reality.

**Sam Sims, CEO and Perdita Fraser, Trustee (Chair)**

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## **Performance and achievements**

### **Communities**

National Numeracy works in villages, towns, cities and online communities across the UK. We are a national charity with a 'place-based' approach, which means working hard to understand the issues, interconnections and relationships that are unique to every area. In many cases our programmes are designed hand-in-hand with the local community and partners, attending to the unique needs and challenges of local residents, workers, children and families. Throughout 2023 we worked on the ground with partners in England, Scotland and Northern Ireland and plan to expand our work into Wales. Numeracy's role in creating opportunities in local communities was the focus of a discussion between CEO Sam Sims and MP & Shadow Levelling Up Minister Alex Norris

### **Our UK Numeracy Index highlights low numeracy hotspots**

Back in 2022, we built the first ever model to predict and rank areas of the UK by numeracy skills and confidence, using data from thousands of learners and working with data company Experian. The UK Numeracy Index aims to guide positive action in the places where the need is greatest and over the past year we have used it to offer new and valuable insights to a range of organisations. These include the Department for Education, the Office of the Children's Commissioner and a range of Local Authorities. In May we used the Index's ward level data in letters to all 650 MPs from the National Numeracy Leadership Council businesses, explaining numeracy levels in their constituencies and urging them to join our efforts to improve numeracy levels in the UK. And October saw us joining forces with the National Literacy Trust and Experian to mount an event at the Labour Party Conference in Liverpool, exploring insights from the Index.

### **Working with local authorities to improve numeracy where it's most needed**

Working with Local Authorities stretching from Fife to Bristol, we have helped support over 13,000 learners in 2023 to boost number confidence and skills. As part of the government's Multiply initiative to support adults without a GCSE grade C/4 maths qualification, Local Authorities have delivered significant numeracy improvement schemes. National Numeracy has worked directly with 23 of these authorities, offering training, tools and advice, as well as supporting many others with our free resources and research. One of our key programmes has been to create networks of trained Numeracy Champions who each go on to support and mentor many other adults in need. In 2023 we recruited and trained more CPD-accredited champions than ever before, with 97% saying they found the programme helpful and that it made them feel more confident to support others who lack number confidence.

In Bristol, one Numeracy Champion said: "I thought myself the most unlikely to be numeracy champion as I am not confident at all regarding maths. But I have become inspired and excited on how I can use this new role in my work." Our 'How to help your children love maths' sessions have been popular in many schools. "The parents were absolutely thrilled with the session. I received numerous positive comments about how engaging and informative it was," reported one West Sussex teacher. And our National Numeracy Challenge online tool has helped over 2,700 Multiply-eligible learners, with over a third demonstrating an improvement.

### **Lincolnshire Co-op living its values**

Improving number confidence at Lincolnshire Co-op was seen as a vital business need as the company rolled out new recruitment and HR systems. Staff needed to access rotas, timetables, payslips and more via the new systems, but many were lacking the number confidence and skills to make the most of the new systems. Our Numeracy Champion programme has seen over 200 people volunteer for training during the 3 year project that equips project them to support others with their numeracy – be they colleagues or customers. Tasha Bisby from Lincs Co-op said: "I used to feel afraid about maths. It made me feel self-conscious, and I hated feeling like that. I didn't want to face it. Since then, I've passed my Level 2 exam... I've been able to manage it in a way that suits me, in a way that I'm comfortable."

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## What's next?

We will expand our place based work over the coming year and beyond. To make the most meaningful contribution to addressing the nation's low numeracy levels, we believe we need to be on-the-ground, working in partnership, in communities, where the need is greatest. We plan to extend our work into Wales and continue to grow our support in communities where need is most, using the Numeracy Index as a guide. We plan to utilise the most of the final year of Multiply funding to reach new learners in current and new local authorities and start to discuss the legacy of this funding. We will facilitate webinars to showcase our offering to further our reach.

## Financial Inclusion

Being able to better manage money is a key motivation for our learners: almost a quarter of them (23%) cited it as the primary reason for improving their numeracy last year. It tallies with the Financial Conduct Authority's 2023 Financial Lives Survey which showed 24% of adults had low levels of confidence in managing their money. Young people, those from ethnic minorities and the unemployed were affected most. The cost-of-living crisis has meant money management is critical for individuals, families and businesses. But with 49% of working age adults living with low numeracy, it's a daily struggle for millions. Numeracy is the bedrock of being able to access and use the financial system. If we can't access bank accounts, bank branches, insurance policies, pension pots and more, it's difficult to deal with daily expenses, and to get back on our feet if things go wrong. That's why, in 2023, we delivered more numeracy for money management support than ever before with the help of our financial expert Ambassadors Martin Lewis, Iona Bain and Timi Merriman-Johnson and our supporters Barclays Lifeskills, Capital One, Experian, The Lord Mayor's Appeal and Vanquis Banking Group.

## Our Ambassadors lead the clarion call for a numerate nation

Our long-standing Ambassador, Money Saving Expert Martin Lewis, has become a national treasure for helping us navigate the cost-of-living crisis. Martin kicked off National Numeracy Day 2023 for us on ITV1's Good Morning Britain, testing the nation's number know-how over the show's three hours. Later, on BBC 5 Live, he talked passionately about numeracy. "It's life enhancing and empowering...certainly in your financial life, but many other areas of life," he said. Throughout the year – and for key money moments such as Black Friday - we offered practical tips for real-life money management with our Ambassadors and Morning Live's money expert Iona Bain and Timi Merriman Johnson, aka Mr MoneyJar.

## This Girl Talks Money podcast

We worked with Ellie Austin-Williams and Victoria Nabarro, podcasters for This Girl Talks Money, to reach more women and girls, thanks to the support of Capital One. They incorporated our content into their work and took part in our corporate volunteering programme, visiting schools to spread number positivity. Meanwhile our training officers Beth and Bryony joined them on the Money Unfiltered podcast.

## Managing money with Nudge

To help adults with low numeracy boost their confidence with managing money, we partnered with financial education platform Nudge. Users of our online tool, the National Numeracy Challenge, are offered bite-size, impartial, financial information from Nudge. Last year 500 adults downloaded the platform, with 98% becoming repeat users. It's a great, practical onward step for our learners, making the link between numeracy improvement and everyday money management. The initiative was supported by Experian's global United for Financial Health project which works with nonprofit organisations to help people in underserved communities improve their financial health.

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## What's next?

Numeracy for managing money and financial inclusion will remain a central pillar of our charity's work. Sadly, millions of people are struggling to make ends meet and we know that improving numeracy confidence and competence can and does help those in greatest need.

## Social Mobility & Gender

National Numeracy seeks to open up opportunities in communities in greatest needs across the UK. From our work over the past decade, we know improving numeracy can support everyone to progress, or be the best that they can be, without being hampered by socio-economic disadvantage. But what can be done to turn the tide on the UK's pernicious numeracy problem and help unlock the number skills and confidence that will help drive social mobility? We set out to explore how improving numeracy could play a central role in improving social mobility, informing a set of recommendations for the nation.

## Number Confidence and Social Mobility, with Capital One

Our research, Number Confidence and Social Mobility, funded by Capital One and launched in April 2023, revealed how improving numeracy can play a central role in improving social mobility. "Lack of number confidence is an obstacle that stops people from achieving their full potential and from making their greatest possible contribution to our communities," wrote Lucy-Marie Hagues, CEO of Capital One UK, in her introduction to the report. The research found a negative school maths experience is linked to lower number confidence and maths attainment, which in turn are linked to a greater negative career impact (earnings, career choices and progression). It also showed the efficacy of the National Numeracy Challenge in helping to improve outcomes towards qualifications and work. And while exploring the connection between numeracy and social mobility, we found there was a gender divide, a yawning gap in number confidence between women and men. How to make maths work for women and girls was a key theme throughout 2023. National Numeracy Ambassadors Rachel Riley, Katya Jones and Iona Bain shared their different experiences with numbers for our Big Number Natter initiative.

## Social Mobility and National Numeracy Day, with KPMG

Like National Numeracy, KPMG believes numeracy is a building block of social mobility. As Founding Supporter of our National Numeracy Day campaign, KPMG got the whole business involved in 2023, with 119 volunteers engaging over 4,000 school students. Schoolchildren went into its offices and attended virtual sessions in London, Leeds, Nottingham and Cambridge. "Numeracy skills are essential; they help us navigate daily life and if we want to build a more prosperous and fairer society, we need to tackle poor numeracy," said Bina Mehta, Chair, KPMG in the UK

## What's next?

Social mobility is at the heart of National Numeracy's mission and we will continue to offer fresh insight, research and data. To help address the gender numeracy gap we have launched a Gender Taskforce in 2024, as part of the National Numeracy Leadership Council, to drive forward positive action across the UK

## Employability

Low numeracy is holding UK PLC back. As many as 49% of the UK's working age population have low numeracy skills. It costs the national economy up to £25 billion a year. Our 2023 research showed that low number confidence starts early in life and limits learning opportunities, career choices, progression and earnings. For instance, adults with lower numeracy skills often get stuck in a 'skills trap'. Entering the labour market in a less favourable position, they receive fewer development opportunities limiting their job prospects. In short, low numeracy damages individual, business and societal potential and prosperity. It limits people's lives and those of their families. But it can change. In 2023 almost half (48%) of people using the National Numeracy Challenge,

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said they did so to improve their employment opportunities. And throughout the year we worked successfully with many of our partners to make a real difference to people's employability, livelihoods and futures

## Every Londoner Counts, with The Lord Mayor's Appeal

Our Every Londoner Counts initiative, supported by The Lord Mayor's Appeal, aims to improve employability and financial inclusion in the capital. In 2023 we trained a further 200 Numeracy Champions to support others in businesses, organisations and community groups across London (keeping us on target for 500 champions by the end of the project). In addition, over 6,500 Londoners with low number skills/confidence have checked their skills on our National Numeracy Challenge and 1,200 feel more able to take their next steps at work or with managing their money. Our team mounted a plethora of local community events, workshops, media coverage and staff engagement activities in 2023, including showcasing our work at the Lord Mayor's Show. Lord Mayor Alderman Nicholas Lyons told business leaders at our Mansion House event: "The average wage differential of someone in London with low numeracy, as compared to someone who has gained basic numeracy, is nearly £3,000 annually alone." National Numeracy has connected with organisations, training providers and charities across Tower Hamlets to train 60 Numeracy Champions. Nikki Chatha, Skills for Life Assistant Programme Manager at Tower Hamlets Council, said their Numeracy Champion classes comprised 70-80% women: "They don't realise they're using maths and the power they have with it. That's what the training has allowed everyone to understand."

## National Numeracy Leadership Council

A numerate nation is crucial to improving outcomes for UK PLC. In forming the National Numeracy Leadership Council we brought together leading businesses and government departments to tackle the numeracy crisis together. The Council comprises senior leaders from Amazon, Amazon Web Services, Barclays LifeSkills, Bloomberg L.P, Capital One UK, DWP, Experian UK & I, HM Treasury, KPMG UK, S&P Global, TP ICAP, Vanquis Banking Group plus HM Treasury and the Department for Work and Pensions. In 2023, members have worked within their own businesses and industries, and as a group, to influence and effect systemic change

Council member and CEO of Capital One UK Lucy Maries Hagues sat on the government's 'maths to 18' Expert Advisory Group, while KPMG and Vanquis Banking Group contributed industry perspectives to the 'maths to 18' employer consultation. S&P Global and Oliver Wyman hosted a roundtable event with business partners to discuss the role of numeracy to driving employability. The Council businesses wrote to all MPs highlighting numeracy levels in each individual constituency, were joined by the Minister of State at the Department for Education Robert Halfon MP in May and held discussions with groups as diverse as the Royal Society and AQA.

## Numeracy Champions

Our CPD-accredited Numeracy Champions programme doesn't train people to teach maths, it trains them to support colleagues and other adults to develop positive attitudes toward maths. In 2023 we trained 955 Numeracy Champions who each go on to train a cohort of colleagues in their organisation. In this way the programme has a multiplying impact across business and communities. The Department of Work and Pension's South London Team signed up to the Numeracy Champions programme, with 100% of those completing the training rating it as "really useful". One said the programme would be valuable for DWP work coaches as well as claimants, partners and providers.

## Boosting employability with the National Numeracy Challenge

Our online learning tool, the National Numeracy Challenge is used in many areas of our work, including the Numeracy Champions programme.



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## What's next?

We know the transformational power of improving numeracy for boosting employability and building sustainable careers. We plan to increase our work with a wide range of public and private sector employers and agencies in communities across the UK, rolling out of a new, comprehensive adult numeracy offer based on our unique attitudinal approach

## Supporting Children

The UK is in the grip of an intergenerational numeracy crisis – a cycle which must be broken if we are to develop a numerate nation. We believe the confidence to understand and work with numbers, allied with the practical use of numbers in everyday day life, should form a central pillar of mathematical learning in the UK. Our 'cradle to career' vision for numeracy focussing on maths in real life sees the confident use of numbers beginning at nursery and extending throughout adulthood.

## Parental Engagement Programme

Research shows children are more motivated to learn about maths when their parents talk with them about the numeracy in everyday life. That's why much of our work with schools and families centres on supporting the adults that support children. Our approach means we have a 'double impact' of inspiring positive attitudes towards numeracy in parents and carers and their children at the same time. In the 2022/2023 academic year, our hugely successful Parental Engagement Programme, supported by Vanquis Banking Group, Garfield Weston and John Lyon's Charity, ran across 18 schools in three areas of greatest need: London, Manchester and Renfrewshire. Across all three locations, 69% of teachers agreed that the programme has helped them increase parental engagement in maths; 79% of parents who used the Family Maths activities said this helped them feel better able to support their child; and 92% of parents who attended the parent workshop agreed that as a result of this session, they feel more able to support their child with maths learning. In all three areas teachers reported small but significant positive changes seen in children's confidence and participation with maths and with parental engagement. One teacher in Renfrewshire said: "Pupils are now spotting maths in the real world rather than only in the classroom. They are more confident making these links and have become more excited about numeracy homework." In the 2023/2024 academic year, Capital One, Vanquis Banking Group, Garfield Weston and CISI Future Foundation are supporting an expanded programme. For instance, Vanquis Banking Group are funding the programme for the third year as a key part of their community investment strategy, addressing - and helping people overcome - barriers to financial and social inclusion. During this period we are supporting schools across Nottingham, Bolton, Manchester City, and North Ayrshire Scotland. Of the 27 schools we had hoped to onboard at the beginning of the year, 22 completed the programme.

## Supporting teachers

Teachers have a crucial part to play in the nation's numeracy, but our new data revealed 43% of teachers entering the profession lack either confidence or skills, or both, when it comes to maths. We are supporting those entering the profession, with 11,000 trainee teachers using the National Numeracy Challenge over the past year.

## National Numeracy Day 2023 breaks all records

During our flagship campaign National Numeracy Day, with Founding Supporter KPMG and our lead supporters, we go all-out to engage children with a day of fantastic number fun. A massive 7,339 schools & education providers signed up to support the 2023 campaign, a 92% increase on the previous year. 50,000 children joined our National Numeracy Day Live event and almost 10,000 entered to our Number Heroes competition. Kids danced with BBC CBeebies Numberblocks, played Bot Bingo with Numbots and held Big Number Natters the nation over. And with Education Scotland, we organised a range of fantastic National Numeracy Day events for Scottish schools.

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## Influencing educational policy

National Numeracy CEO Sam Sims gave evidence to the House of Commons Education Select Committee about the government's 'maths to 18' proposals. Our response to the PM's 'maths to 18' announcement made it clear that addressing poor numeracy and anti-maths attitudes needs to begin much earlier than age 16.

And appearing in front of the Select Committee, Mr Sims was unequivocal that after a decade of supporting hundreds of thousands of adults to improve their numeracy, reform was needed in nurseries and primary schools, not just at 16. He told the Committee that our charity works with thousands of adults every month who have very low numeracy and almost without exception they say they had very negative experience at school from a young age. To build confidence and positive attitude whereby people can see the everyday value in maths, we need to start early, in nurseries and primary schools and ensure that building confidence with numbers is part of this plan – not just skills. May saw the first ever National Numeracy Day Parliamentary Debate, with many politicians speaking about the importance of everyday numeracy including Shadow Schools Minister Stephen Morgan MP and the Minister for Schools, Nick Gibb. Also last year, we welcomed Labour's Shadow Education Secretary Bridget Phillipson announcement of a plan to encourage stronger lifelong numeracy by boosting early intervention and "real world" maths teaching at primary school.

## Our corporate volunteers inspire the nation's next generation

Over the past year our corporate volunteers visited 69 schools in 13 towns and cities up and down the country, spreading number positivity to 12,000 children. The volunteers from our partner organisations Capital One, Experian, Vanquis Banking Group and TP ICAP inspired children by delivering 70 'my maths story' assemblies and 67 'maths in the real world' lessons. Low Moor C of E Primary in Bradford had a visit from Vanquis Banking Group volunteer Cathy Prior. The school's maths lead Jessica Troy said: "Cathy was fantastic! She delivered a great assembly to the whole of Key Stage 2. Children were enthused and engaged, asking lots of questions." The unique programme, developed with the kind support of Capital One, supports positive attitudes towards numbers and maths in Key Stage 2 children, in areas of greatest need. It's a powerful way for our business partners to invest in their communities and their people. Dave Richards, Head of Corporate Responsibility at Capital One talked about what it means for colleagues to go in to schools and inspire children. Mr Richards said: "You can, through doing something quite simple in terms of telling your story, have a really profound impact on a key societal issue."

## What's next?

We want children to exit the UK's education system feeling well able to use and work with numbers in the real world. If we don't change attitudes and mindsets at a young age, the UK will continue to have an adult numeracy problem. We will offer a new, expanded programme of support for schools and families focussing on the key driver for change: supporting the adults that support children. In the 2024/2025 academic year we have evolved our Schools and Families offer, onboarding schools on a term by term basis rather than annually, with a view to expanding our reach to over 90 schools. We are also undertaking research to better support our understanding of the Early Years field with an aim to developing an offering to support practitioners and families in the future.

## Mental Wellness & Inclusion

In 2023, the Prime Minister joined our call for UK's anti-maths mindset to be addressed. Feelings about maths run deep, and one aspect is rarely, if ever, discussed: that maths is a mental wellness issue. Our research in 2023 made the link between maths and mental wellness crystal clear. Over a third of adults (35%) say that doing maths makes them feel anxious, while one in five are so fearful it even makes them feel physically sick, according to the research by commissioned for National Numeracy by KPMG. Furthermore, almost of third of adults (32%) who have low number confidence say it affects their mental wellness. Throughout the year National Numeracy has consistently addressed lack of confidence, anxiety, fear and the mental wellness aspects of numeracy in our programmes, campaigns and communications. Our communication efforts to reach the most maths-anxious adult

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group, the 18-24s, is having an impact, with the proportion of 16–24-year-olds checking their skills on the National Numeracy Challenge having increased from 20% to 26% over the past four years. Acknowledging the multi-faceted feelings about, and attitudes towards, numeracy in our work means our beneficiaries can be supported in ways that suit them. It helps make a difference to their maths mindset, their lives and livelihoods. And it helps make our work as inclusive as possible.

## Number Confidence Week with TP ICAP

Our Number Confidence Week campaign in November, supported for the fourth year by TP ICAP and others, saw 108,713 actions taken by people to help build their number confidence: downloading one of our free resources; watching a celebrity video; or taking the National Numeracy Challenge. Because of the link between maths and mental wellness, we offered a range of creative, calming, confidence building activities and launched a brand-new video series called 'Dear NN' with our expert agony aunts exploring real-life stories, helping people see they are not alone. Meanwhile, Training Officer Ishraq Li-Rahman, shared his top tips on feeling confident with numbers and we announced a new Ambassador, aerospace engineer Jessica Gagen, aka Miss England.

## Number confidence on the couch, with Dr Linda

Dr Linda Papadopoulos, the renowned psychologist and TV presenter, took part in the Big Number Natter and gave her top confidence boosting tips for adults and for supporting children. Dr Linda said: "The underside of anxiety is avoidance: If I'm anxious about maths, I stay away from maths. But the only way we increase confidence is doing the thing we never thought we could do, edging towards it slowly in small, incremental ways." Dyscalculia, supporting those with so-called 'numbers dyslexia' 2023 saw a big uptick in the numbers of people coming to our charity for information about dyscalculia, a learning difficulty that makes it hard to understand, learn or use maths. As a result we now offer a wide range of supporting resources, videos, tips, case studies and information. BBC One Morning Live money expert Iona Bain is an Ambassador for our charity. Iona has dyscalculia and is passionate about supporting others. She had some great tips for Number Confidence Week.

## SEND and neurodiversity

Our Training Officer Iain Evans spent 14 years in the Further Education sector, supporting maths learning with a range of adult learners with SEND. Iain had a Big Number Natter with SEND students from his former college and wrote about what SEND and neurodiversity mean and how learners with conditions such as autism and ADHD may be supported. He also shared his insight into maths anxiety with tips on how to overcome it.

## What's next?

Carrying out some in-depth research about the link between mental health and maths to inform our support is next on our list. Empowering everybody in the UK to use numeracy to gain control over their futures means we are committed to including everybody and are always focussed on how we can do more.

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## **Structure, governance and management**

National Numeracy is a company limited by guarantee which was established on 19 December 2011 and governed by its Articles of Association. It was registered as a charity on 30 January 2012. The trustees, who were also the directors for the purpose of company law, and who served during the period were:

- Perdita Fraser, Chair
- Andrew Haldane, Vice-Chair
- Edward Brunel-Cohen, Honorary Treasurer
- Catherine McClure
- Paul Coffey
- Chris Linton
- Graham Keniston Cooper
- Catherine Paulson-Ellis
- Hiten Patel
- Sherry Coutu
- Sandra Wallace

The trustees have full responsibility for all legal and financial matters. Any additions to the membership of the trustees follows invitation by the Board of Trustees after due consideration.

All the trustees give of their time freely and none of the trustees has any beneficial interest in the company. All the trustees are members of the company and guarantee to contribute £1 in the event of a winding up. Trustees are required to disclose all relevant interests. Details of trustee expenses and related party transactions are disclosed in a note to the accounts.

New trustees are provided with a thorough briefing before their initial board meeting and are given a copy of National Numeracy's Trustee Handbook, which outlines the complete induction process, along with the relevant Charity Commission guidelines for trustees.

### **a. Organisational matters**

The work of National Numeracy, including that of the wholly owned trading subsidiary National Numeracy Solutions Ltd, is overseen by the Board of Trustees, which met six times during 2023, four times being the ordinary trustee meetings, one being a brief check-in session and one time being an extra strategy session. Day to day management is delegated to the CEO and the senior leadership team.

The Nominations Committee (a sub-committee of the Board) also met regularly to consider senior appointments and matters of succession and to review the composition of the Board. There were no changes to the make-up of the board during 2023. Catherine Paulson-Ellis agreed to serve a further term.

In 2023, our work with statutory organisations and schools expanded once again, prompting further efforts to drive important policy reviews and developments, particularly in the areas of GDPR and safeguarding. These initiatives have been supported by external expert agencies to ensure full compliance. A trustee has been designated for both GDPR and safeguarding to offer support and ensure the board is reassured of compliance in these critical areas.

Staffing levels grew a little in 2023 with the creation of several new roles in response to increased activity and funding. At the end of 2023 National Numeracy had 36 staff members on payroll. In April 2023 Kate Sumner came onboard as Operations & Impact Director, replacing Emily Kramer after more than 10 years of service. In line with the charity's remuneration policy and in accordance with the Statement of Recommended Practice (SORP), National Numeracy discloses all payments to trustees (no trustees receive 'pay'), discloses the number

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## ***FOR THE YEAR ENDED 31 DECEMBER 2023***

of staff in receipt of more than £60,000 and above (in bands of £10,000), and discloses pensions and other benefits.

The Chief Executive and trustees review the salaries of staff annually, in accordance with the charity's remuneration policy. The trustees also determine pension arrangements. In addition, the Nominations Committee advises on the salary of the CEO, for decision by the board. National Numeracy Solutions Ltd (the trading subsidiary) made a change to the board in 2023: directors are now Sam Sims (Chief Executive) and Kate Sumner (Operations Director). The Directors also met separately three times in 2023.

National Numeracy continues to be based on the Sussex University campus at Falmer, near Brighton.

As an independent charity with a social mission, National Numeracy is passionately committed to, and constantly reviewing and improving, its Environmental, Social and Governance standards. Our charitable work also helps meet our partners' own ESG goals. National Numeracy's ESG measures include, but are not limited to:

### *Environmental*

- We are committed to protecting the environment through sustainable practices, with an environmental sustainability policy in our staff handbook.
- Programme materials are provided digitally, reducing print and paper costs.
- Sustainable sources sought for marketing materials and used furniture and equipment is recycled.
- Training programmes are delivered online where possible, and public transport used for travel when necessary.
- Our office on the University of Sussex 'Green Campus' is accessible by bus, rail and cycle paths.

### *Social*

- We are committed to the Fair Work First criteria, and we are a Real Living Wage employer.
- Fair and equitable workplace measures include an independent annual anonymous employee survey.
- We have an active staff Equality, Diversity and Inclusion group and mandated EDI training.
- We have a team of trained mental health first aiders.
- We offer flexible working to help reduce barriers that may disproportionately affect women and contribute to the gender pay gap.

### *Governance*

- We have a gender-balanced governance structure; 50% of the Leadership Group are women.
- We commit to operating with integrity, embodying our 'core four' values.
- Our new finance policies and system ensure transparency and best value from suppliers.
- We operate a regularly reviewed risk register.
- Our dedicated GDPR Group works with external experts to ensure security of our data.

## **b. Finance and funding**

The charity's growth and increased impact in 2023 were fuelled by a remarkable and expanding network of supporters and partners, all united by a shared commitment to tackling the issue of low numeracy.

We were grateful for the crucial and often continuing support of organisations such as Barclays, Bloomberg, Cambridgeshire and Peterborough Combined Authority, Capital One, CISI Future Foundation, Experian, the Garfield Weston Foundation, Health Education England, Kartesia, KPMG, Lincolnshire Coop, The Lord Mayor's Appeal, the LSEG Foundation, S&P Global, TP ICAP, UFI VocTech Trust and Vanquis Banking Group, amongst others. These supporters made vital financial contributions to fund our campaigns, programmes and projects, as well as the overall impact of the charity.

# **NATIONAL NUMERACY (LIMITED BY GUARANTEE) TRUSTEES' REPORT**

## ***FOR THE YEAR ENDED 31 DECEMBER 2023***

In addition, we received fantastic pro bono and in-kind support to deliver a number of critical and strategic projects from organisations such as Amazon & AWS, Google, BGO, BCG, Capital One, Experian, KPMG and Oliver Wyman.

In addition to our support from corporates, trusts and foundations we have continued to expand our partnership with local communities. Local Authorities we worked with as part of the Multiply project funded by the Department of Education, included;

- Surrey County Council
- Bristol City Council
- Wiltshire Council
- Brighton & Hove

In total we have worked with 23 different Local Authorities and organisations on Multiply-funded projects in 2023. As detailed in the previous text this has enabled us to train hundreds of Numeracy Champions and, with their help, raise awareness and support their communities with improved number confidence and skills.

Consolidated income in 2023 was £2,435,437, with the trading subsidiary contributing generating a profit of £43,609.

As we look forward to 2025, our Multiply-funded projects will come to an end. This poses a potential short-term financial challenge to this particular area of our work; however, we are confident in our ability to secure alternative funding sources in the long term. Our strategic focus remains on diversifying revenue streams to create a more sustainable and resilient financial foundation. We are actively exploring new partnerships, grant opportunities, and innovative fundraising initiatives that will ensure the charity's continued impact and growth in the years ahead. We are optimistic about the future and committed to maintaining our mission-driven work.

### **c. Risk assessment**

The trustees have regularly assessed the major risks to which the charity is exposed and maintained a detailed risk register during 2023, split between strategic risks and operational risks. The risk register was regularly reviewed by a dedicated Internal Risk Committee. The committee consider the appropriate level and accompanying scoring for ongoing risks, taking into consideration both likelihood and potential impact of each risk at the current time, as well as mitigating actions taken and planned. The committee also consider and review new and emerging risks, and whether any previously identified risks are resolved or no longer relevant.

Key areas for discussion in 2023 included GDPR considerations, ensuring full delivery of service contracts and future funding.

Trustees are satisfied that systems are in place to mitigate exposure to the major risks.

### **d. Reserves**

The trustees of National Numeracy recognise the need for reserves to create a sustainable organisation into the future. In particular, we seek to maintain key charitable activities, maintain funds to insure against variations in income due to the uncertain nature of funding sources and the uneven profile of income throughout the year, as well as to enable us to fund planned specific investments in future development as necessary to support our strategy.

Therefore, the reserves calculations take into consideration:

- The cost of key ongoing charitable activities, chiefly the National Numeracy challenge
- Cash flow buffer of approximately four months of additional expenditure
- Any key risk factors
- A calculated sustainability sum which would effectively allow for restructuring or closure

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
TRUSTEES' REPORT**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

Giving consideration to all of these factors, a target range for unrestricted reserves has been calculated at between £650,000 and £700,000. This figure represents an increase on last year due to the increased size of the team and an increase in our levels of charitable activity. The target reserves calculation is reviewed annually, and current levels are reviewed against targets on a quarterly basis within trustee meeting papers.

The trustees are designating £155,539 of unrestricted reserves to protect the delivery of committed projects in 2024, specifically our Parental Engagement Programme and delivery of our key public campaign.

The remaining unrestricted free reserves position at 31/12/2023 is therefore £728,120. This is slightly above the target position and is considered reasonable as expectations are for it to return to the target window at the end of 2024.

At 31 December 2023, restricted funds of £136,172 were held.

**e. Investment Policy**

As well as operating accounts, National Numeracy also maintains both instant access deposit accounts and longer-term deposit accounts in order to provide interest on funds received. The Hon. Treasurer and relevant staff meet regularly to assess the best investment options available to maximise use of funds. Investment decisions need to be agreed by the Head of Finance, the Hon. Treasurer and the CEO.

Due to the need for relatively short-term access to funds, long-term options are not available and there is a low-risk policy approach to investment options to safeguard charitable funds. Therefore, National Numeracy invests its financial reserves prudently and subject to the regular review. National Numeracy owns no property. The policy and approach is monitored and reviewed as part of the annual budgeting cycle.

**f. Fundraising**

National Numeracy's fundraising is carried out predominantly by in-house fundraisers employed directly by the charity. The charity's approach (excluding the operation of the trading subsidiary) is primarily to seek grants and donations from charities, trusts and corporate partners. National Numeracy is also a charity partner of The Lord Mayor's Appeal, which raises appeal donations for distribution to its charity partners. The Lord Mayor's Appeal is a charity registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice.

National Numeracy registered with the Fundraising Regulator in early 2024. We are committed to meeting best practice fundraising standards, following all relevant guidelines and adhering to the Code of Fundraising Practice. We place the needs and considerations of our supporters first when it comes to our fundraising activities, and we ensure that fundraisers adhere to our practices, with particular attention paid to vulnerable people. No complaints relating to fundraising were received in 2023.

Approved on behalf of the board on 27/09/24 by .....

Perdita Fraser  
Perdita Fraser, 27/09/2024 13:33 GMT+1

Perdita Fraser

Trustee (Chair)

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 DECEMBER 2023**

The trustees, who are also the directors of National Numeracy for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard for the UK and Republic of Ireland'.

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities' SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Opinion**

We have audited the financial statements of National Numeracy ('the parent charitable company') and its subsidiary ('the group') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the consolidated and charity Balance Sheets, the Cashflow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the parent charitable company and group and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require(s) us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, and through discussion with the trustees and other management (as required by auditing standards), and discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations (see below);
- We identified the following areas as those most likely to have such an effect: health and safety; General Data Protection Regulation (GDPR); fraud; bribery and corruption; and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any. The identified actual or suspected non-compliance was not sufficiently significant to our audit to result in our response being identified as a key audit matter.
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102, the Companies Act 2006 and the Charities Act 2011) and the relevant tax compliance regulations in the UK;
- We considered the nature of the charitable company and group's operations, the control environment and financial performance.
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.
- We considered the procedures and controls that the charitable company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
REPORT OF THE INDEPENDENT AUDITOR (CONTINUED)  
TO THE MEMBERS OF NATIONAL NUMERACY**

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

*TC Group*

**Mr Mark Cummins FCCA (Senior Statutory Auditor)  
for and on behalf of TC Group  
Statutory Auditor**

Dated: 27 September 2024  
Office: Sussex

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
<b>Income from:</b>						
Donations and legacies	3	1,431,822	-	272,500	1,704,322	1,634,326
Charitable activities	4	382,612	-	148,989	531,601	404,302
Other trading activities:						
Commercial trading operations		164,619	-	-	164,619	110,560
Investments	5	24,859	-	3,358	28,217	7,329
Other income	6	6,678	-	-	6,678	2,712
<b>Total income</b>		<b>2,010,590</b>	<b>-</b>	<b>424,847</b>	<b>2,435,437</b>	<b>2,159,229</b>
<b>Expenditure on:</b>	7					
Raising funds						
Commercial trading operations and securing voluntary income		259,327	-	-	259,327	171,011
Charitable activities		1,683,622	92,432	520,862	2,296,916	1,560,669
<b>Total expenditure</b>		<b>1,942,949</b>	<b>92,432</b>	<b>520,862</b>	<b>2,556,243</b>	<b>1,731,680</b>
<b>Net income/(expenditure) for the Year</b>		<b>67,641</b>	<b>(92,432)</b>	<b>(96,015)</b>	<b>(120,806)</b>	<b>427,549</b>
Transfers between funds	18/19	(37,018)	20,971	16,047	-	-
<b>Net movement in funds</b>		<b>30,623</b>	<b>(71,461)</b>	<b>(79,968)</b>	<b>(120,806)</b>	<b>427,549</b>
Fund balances at 1 January 2023		697,497	227,000	216,140	1,140,637	713,088
<b>Fund balances at 31 December 2023</b>		<b>728,120</b>	<b>155,539</b>	<b>136,172</b>	<b>1,019,831</b>	<b>1,140,637</b>

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities are classified as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

The notes on pages 22 to 34 form part of these accounts.

Included in the above, deficit of £164,415 relates to the parent charity National Numeracy (2022: £393,842).

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CONSOLIDATED BALANCE SHEET**

**AS AT 31 DECEMBER 2023**

	Notes	£	2023 £	£	2022 £
<b>Fixed assets</b>					
Tangible assets	12		-		140
<b>Current assets</b>					
Debtors	14	629,549		672,330	
Cash at bank and in hand		770,216		754,984	
		1,399,765		1,427,314	
<b>Creditors: amounts falling due within one year</b>	15	(379,934)		(286,817)	
<b>Net current assets</b>			1,019,831		1,140,497
<b>Net assets</b>			1,019,831		1,140,637
<b>Income funds</b>					
Restricted funds	18		136,172		216,140
General funds – Designated	19		155,539		227,000
General funds – Unrestricted			728,120		697,497
			1,019,831		1,140,637

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 22 to 34 form part of these accounts.

The accounts were approved by the Board on 27/09/24

Perdita Fraser  
Perdita Fraser (060 21 2924 183399151...)

Perdita Fraser  
Trustee (Chair)

Company Registration No. 07886294

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
CHARITY BALANCE SHEET**

**AS AT 31 DECEMBER 2023**

	Notes	£	2023 £	£	2022 £
<b>Fixed assets</b>					
Investments	13		1		1
Tangible assets	12		-		140
			<u>1</u>		<u>141</u>
<b>Current assets</b>					
Debtors	14	557,270		652,329	
Cash at bank and in hand		570,510		618,583	
		<u>1,127,780</u>		<u>1,270,912</u>	
<b>Creditors: amounts falling due within one year</b>	15	<b>(204,922)</b>		<b>(183,781)</b>	
			<u>922,858</u>		<u>1,087,131</u>
<b>Net current assets</b>			<u>922,858</u>		<u>1,087,131</u>
<b>Net assets</b>			<u><u>922,859</u></u>		<u><u>1,087,272</u></u>
<b>Income funds</b>					
Restricted funds	18		136,172		216,140
General funds - Designated	19		155,539		227,000
General funds - Unrestricted			631,148		644,132
			<u>922,859</u>		<u>1,087,272</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006.

The notes on pages 22 to 34 form part of these accounts.

The accounts were approved by the Board on 27/09/24

Perdita Fraser  
Perdita Fraser (Sep 27, 2024 13:33 GMT+1)

Perdita Fraser  
Trustee (Chair)

Company Registration No. 07886294





**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

**1 Statutory information**

National Numeracy is a charitable company, limited by guarantee, registered in England and Wales. The charitable company's registered number and registered office address can be found on the Legal and Administrative information page.

**2 Accounting policies**

**2.1 Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (2019) – Charities SORP (FRS102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest pound.

National Numeracy meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no material uncertainties about National Numeracy's ability to continue as a going concern.

**2.2 Group financial statements**

These financial statements consolidate the results of the charity and its wholly owned subsidiary National Numeracy Solutions Limited. A separate Statement of Financial Activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

**2.3 Going concern**

After making appropriate enquiries, the trustees have a reasonable expectation that the charity (and its subsidiary) has adequate resources to continue in operational existence for the foreseeable future.

For this reason they continue to adopt the going concern basis in preparing the financial statements.

**2.4 Income**

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income, the amount can be quantified with reasonable accuracy and receipt is probable.

Grant income is recognised over the period for which it is granted.

Contract income is recognised when the charity gains entitlement to the income.

Donations and gifts are recognised when receivable.

Investment income is recognised when receivable.

Trading income is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

**2 Accounting Policies (continued)**

**2.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Cost of raising funds comprise the costs of commercial trading and their associated support costs and the costs of securing voluntary income. Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support the activities of the charity.

**2.6 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Additions on individual items in excess of £2,000 including irrecoverable VAT are capitalised.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Office equipment – 3 years straight line.

The gain or loss arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains/losses are taken to the Statement of Financial Activities when incurred.

**2.8 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.9 Cash at bank and in hand**

Cash at bank and in hand are basic financial instruments and include cash and short term highly liquid investments. The trustees seek to use short and medium term deposits where possible to maximise the return on monies held at the bank and to manage cash flow. Bank overdrafts are shown within borrowings in current liabilities.

**2.10 Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

**NATIONAL NUMERACY  
(LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

**2 Accounting Policies (continued)**

**2.11 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**2.12 Accumulated funds**

Unrestricted general funds comprise those amounts received for use at the discretion of the trustees in the furtherance of the general objectives of the charity.

Restricted funds are subject to specific conditions imposed by donors and includes monies raised for specific projects.

Designated funds comprise general funds set aside by trustees for specific purposes.

**2.13 Taxation**

The parent company is a registered charity. All of the charity's income falls within the exemptions set out in part 11 of the Corporation Tax Act 2010.

**2.14 Critical accounting estimates and judgements**

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

The trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

**3 Income from donations and legacies**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Donations	1,431,822	-	272,500	1,704,322	1,634,326
Total	1,431,822	-	272,500	1,704,322	1,634,326

Income from donations includes £512,372 of pro bono services (2022: £234,773).

**4 Income from charitable activities**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Grants	-	-	148,989	148,989	321,387
Fees and other income	382,612	-	-	382,612	82,915
	382,612	-	148,989	531,601	404,302

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**5 Income from investing activities**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Interest receivable	24,859	-	3,358	28,217	7,329
	<u>24,859</u>	<u>-</u>	<u>3,358</u>	<u>28,217</u>	<u>7,329</u>

**6 Other income**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2023 £	Total 2022 £
Other income	6,678	-	-	6,678	2,712
	<u>6,678</u>	<u>-</u>	<u>-</u>	<u>6,678</u>	<u>2,712</u>

**7 Expenditure**

	Staff costs £	Depn costs £	Other costs £	Total 2023 £	Total 2022 £
<b>Costs of raising funds</b>					
Direct fundraising	145,239	-	76,644	221,883	142,280
Support costs	9,600	-	27,844	37,444	28,731
	<u>154,839</u>	<u>-</u>	<u>104,488</u>	<u>259,327</u>	<u>171,011</u>
<b>Charitable activities</b>					
Activities undertaken directly	875,135	-	613,414	1,488,549	1,169,481
Support costs	335,936	140	472,291	808,367	391,188
	<u>1,211,071</u>	<u>140</u>	<u>1,085,705</u>	<u>2,296,916</u>	<u>1,560,669</u>
<b>Total expenditure</b>	<u>1,365,910</u>	<u>140</u>	<u>1,190,193</u>	<u>2,556,243</u>	<u>1,731,680</u>

Expenditure includes £512,372 of pro bono services (2022: £234,773).

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**8 Support costs**

	<b>2023</b>	2022
	£	£
Staff costs	<b>326,763</b>	170,016
Website & marketing	<b>2,822</b>	1,104
Travelling expenses	<b>6,967</b>	2,484
Rent & rates	<b>39,341</b>	29,362
Office expenses	<b>67,154</b>	65,798
Legal & professional	<b>355,091</b>	105,456
Other	<b>11,100</b>	12,586
Other taxes and social security	<b>5,261</b>	-
Governance costs (note 9)	<b>31,312</b>	33,113
	<hr/> <b>845,811</b> <hr/>	<hr/> 419,919 <hr/>

Support costs include amounts paid to the auditors in respect of audit fees totalling £12,102 (2022: £13,817).

**9 Governance costs**

	<b>2023</b>	2022
	£	£
Auditor's remuneration	<b>12,102</b>	13,817
Trustees' expenses	<b>437</b>	96
Staff costs	<b>18,773</b>	19,200
	<hr/> <b>31,312</b> <hr/>	<hr/> 33,113 <hr/>

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**FOR THE YEAR ENDED 31 DECEMBER 2023**

**10 Consolidated statement of financial activities comparative funds – 31 December 2022**

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £
<b><u>Income from:</u></b>				
Donations and legacies	1,372,217	-	262,109	1,634,326
Charitable activities	82,915	-	321,387	404,302
<b>Other trading activities:</b>				
Commercial trading operations	110,560	-	-	110,560
Investments	7,329	-	-	7,329
Other income	2,712	-	-	2,712
<b>Total income</b>	<b>1,575,733</b>	<b>-</b>	<b>583,496</b>	<b>2,159,229</b>
<b><u>Expenditure on:</u></b>				
Commercial trading operations	171,011	-	-	171,011
Charitable activities	1,139,080	13,915	407,674	1,560,669
<b>Total expenditure</b>	<b>1,310,091</b>	<b>13,915</b>	<b>407,674</b>	<b>1,731,680</b>
<b>Net income/(expenditure) for the year/ not movement in funds</b>	<b>265,642</b>	<b>(13,915)</b>	<b>175,822</b>	<b>427,549</b>
Transfers between funds	(16,915)	16,915	-	-
<b>Net movement in funds</b>	<b>248,727</b>	<b>3,000</b>	<b>175,822</b>	<b>427,549</b>
Fund balances at 1 January 2022	448,770	224,000	40,318	713,088
<b>Fund balances at 31 December 2022</b>	<b>697,497</b>	<b>227,000</b>	<b>216,140</b>	<b>1,140,637</b>

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**11 Staff costs**

	2023	2022
	£	£
Wages and salaries	1,182,615	776,834
Social security costs	113,897	74,595
Other pension costs	69,398	45,227
	<u>1,365,910</u>	<u>896,656</u>

The average number of persons employed by the group was 35 (2022: 23).

Included in the above staff costs are total costs of £1,333,975 (2022: £864,222) relating to the parent charity National Numeracy.

The number of employees whose annual emoluments were £60,000 or more were:

	2023	2022
£90,000-£99,999	1	1

During the year ended 31 December 2023 employer's pension costs in respect of highly paid staff totalled £5,521 (2022: £5,400).

The key management personnel of the charity consist of the leadership group. Their total remuneration for the year was £297,614 (2022: £279,324).

**12 Tangible fixed assets – Group and Charity**

	Office equipment	Total
	£	£
<b>Cost</b>		
At 1 January 2023	<u>2,724</u>	<u>2,724</u>
At 31 December 2023	<u>2,724</u>	<u>2,724</u>
<b>Depreciation and impairment</b>		
At 1 January 2023	2,584	2,584
Charge	140	140
At 31 December 2023	<u>2,724</u>	<u>2,724</u>
<b>Net book value</b>		
At 31 December 2023	-	-
At 31 December 2022	<u>140</u>	<u>140</u>

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**13 Fixed asset investments**

Investment held by parent in subsidiary:

	Charity £
National Numeracy Solutions Limited	1

**Holdings of more than 20%**

The charity holds more than 20% of the share capital of the following companies:

Company	Country of registration or incorporation	Shares held	
		Class	%
<b>Subsidiary undertakings</b>			
National Numeracy Solutions Limited	UK	Ordinary	100

**National Numeracy Solutions Limited**

National Numeracy Solutions Limited is a wholly-owned trading company, company number 08700221 is incorporated in England & Wales. The company's registered address is Unit 54/55 Sussex Innovation Centre, Science Park Square, Brighton, England, BN1 9SB. The principal activities of the company are the supply of services aimed at improving numeracy as well as licensing fees for the use of National Numeracy logos and branding in connection with sponsorship. A summary of the trading results of the subsidiary (as included in the Statement of Financial Activities) is shown below.

**Summary profit and loss account**

	2023 £	2022 £
Turnover	164,619	110,560
Cost of Sales	(42,444)	(23,895)
Administrative Expenses	(75,462)	(53,514)
Interest received	1,712	556
Taxation and interest	(4,816)	-
Net profit for the year	<u>43,609</u>	<u>33,707</u>

**Summary balance sheet**

	2023 £	2022 £
The assets and liabilities of the subsidiary were:		
Current assets	280,862	181,013
Creditors: amounts falling due within one year	(183,890)	(127,650)
Total net assets/share capital and reserves	<u>96,972</u>	<u>53,363</u>



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**14 Debtors**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	243,588	88,463	163,500	44,062
Amounts owed by group undertakings	-	-	8,876	24,614
Prepayments and accrued income	377,662	573,264	376,595	573,050
Other debtors	8,299	10,603	8,299	10,603
	<u>629,549</u>	<u>672,330</u>	<u>557,270</u>	<u>652,329</u>

**15 Creditors: amounts falling due within one year**

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	31,767	41,507	31,767	41,363
Amounts owed to group undertakings	-	-	-	4,975
Taxation and social security	77,201	40,194	54,304	23,310
Other creditors	60,033	61,183	20,032	21,183
Accruals and deferred income	210,933	143,933	98,819	92,950
	<u>379,934</u>	<u>286,817</u>	<u>204,922</u>	<u>183,781</u>

Deferred income relates to £104,073 (2022: £48,785) in respect of the trading subsidiary and £57,200 (2022: £Nil) in respect of the charity. An analysis of movements in the year is included below:

	2023 £	2022 £
Deferred income as at 01 January 2023	48,785	48,695
Income recognised in the year	(48,785)	(48,695)
Income deferred during the year	161,273	48,785
Deferred income at 31 December 2023	<u>161,273</u>	<u>48,785</u>

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***FOR THE YEAR ENDED 31 DECEMBER 2023***

**16 Controlling party**

The charity is a company limited by guarantee and therefore without share capital. No one member has overall control of the charity. The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the charity in the event of its being wound up.

**17 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year. The charity paid travel costs on behalf of two (2022: one) trustee totalling £437 (2022: £96).

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**18 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 Jan 2023	Movement in funds			Balance at 31 Dec 2023
		Income	Expenditure	Transfers	
	£	£	£	£	£
<b>Ufi – Numeracy Champions in the workplace</b>	43,477	80,000	(122,834)	-	643
<b>National Numeracy Day</b>	-	49,500	(49,500)	-	-
<b>John Lyons Charity – Parental engagement in London</b>	20,078	-	(19,343)	-	735
<b>Garfield Weston Foundation – Parental engagement in Scotland</b>	21,903	30,345	(33,890)	-	18,358
<b>CISI- Parental engagement</b>	-	26,299	(11,539)	-	14,760
<b>Supporting children’s numeracy</b>	-	52,598	(26,000)	-	26,598
<b>Education Scotland – Supporting community learning in Scotland</b>	4,011	-	(4,011)	-	-
<b>Local Authorities – improving adult numeracy</b>	126,671	186,105	(253,745)	16,047	75,078
	<u>216,140</u>	<u>424,847</u>	<u>(520,862)</u>	<u>16,047</u>	<u>136,172</u>

Restricted funds:

**Ufi – Numeracy Champions in the workplace**  
Funding to develop the impact of Numeracy Champions in their organisations beyond the initial training and establish a network of Champions across the UK.

**National Numeracy Day**  
Funding from a number of organisations to support National Numeracy Day.

**John Lyon’s Charity**  
Funding for a parental engagement project in London.

**Garfield Weston Foundation**  
Funding for a parental engagement project in primary schools.

**CISI - Parental engagement**  
Funding for a parental engagement project in primary schools.

**Local authorities - Improving adult numeracy**  
Grant funding to improve adult numeracy through the multiply programme.

**Education Scotland – Supporting community learning in Scotland**  
Working with the Scottish STEM Ambassador Hub, based at SSERC, to offer "Becoming a Numeracy Champion: Children, families and feeling good about maths" training to CLD practitioners and STEM Ambassadors in three regions of Scotland. An initiative funded by Education Scotland's Enhancing Professional Learning in STEM Grants programme.

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**19 Designated funds**

The trustees have decided to designate the below funds for specific purposes:

	Balance at 1 Jan 2023	Movement in funds			Balance at 31 Dec 2023
		Income	Expenditure	Transfers	
	£	£	£	£	£
Parental Engagement Project	20,000	-	(18,035)	18,074	20,039
Lincolnshire Co-Operative	10,000	-	-	(10,000)	-
Campaign Delivery	197,000	-	(74,397)	12,897	135,500
	<u>227,000</u>	<u>-</u>	<u>(92,432)</u>	<u>20,971</u>	<u>155,539</u>

**Parental Engagement Project**

Funds required to complete committed activity in the current academic year.

**Lincolnshire Co-Operative**

Funds required to complete delivery in the current funding year.

**Campaign Delivery**

Funds required to deliver campaign activities as agreed with external partners.

**20 Analysis of net assets between funds**

	Unrestricted funds	Designated funds	Restricted funds	Total
	£	£	£	£
<b>Fund balances at 31 December 2023</b> are represented by:				
Current assets	1,104,758	155,539	139,468	1,399,765
Creditors: amounts falling due within one year	(376,638)	-	(3,296)	(379,934)
	<u>728,120</u>	<u>155,539</u>	<u>136,172</u>	<u>1,019,831</u>

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**21 Analysis of net assets between funds (continued)**

	Unrestricted funds	Designated funds	Restricted funds	Total
		£	£	£
<b><u>Fund balances at 31 December 2022</u></b> are represented by:				
Fixed assets	140	-	-	140
Current assets	890,584	227,000	309,730	1,427,314
Creditors: amounts falling due within one year	(193,227)	-	(93,590)	(286,817)
	<u>697,497</u>	<u>227,000</u>	<u>216,140</u>	<u>1,140,637</u>

**22 Pension commitments**

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund. Contributions totalling £9,374 were payable to the fund at the year-end (2022: £11,135).

**23 Related party transactions**

The transfer agreement contract entered into with NMP in 2013 was continued. No repayments were made during the year so the creditor balance at the year-end of £40,000 (2022: £40,000) remains.

The charity has taken advantage of the exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Details of trustee expense reimbursements are included in note 17.