



# Bookmark

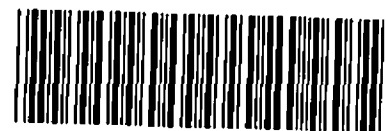
Change a child's story

**Bookmark Reading Charity**  
Trustees' Report and Financial Statements

For the period from 1<sup>st</sup> April 2019 to 31<sup>st</sup> August 2020

Company number: 11104438  
Charity registration number: 1177681  
[www.bookmarkreading.org](http://www.bookmarkreading.org)

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## TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

### Reference and Administrative Information

**Principal Office and Registered Office:** Third Floor  
Charles House  
5-11 Regent Street St James's  
London  
SW1Y 4LR

**Charity Number:** 1177681

**Company Number:** 11104438

### Trustees (who are also the Directors of the Charitable Company)

Paul Fletcher  
Philip Neal  
Sharon Pindar  
Charles Walker

Appointed 23 October 2019

### Key Management Personnel

Kitty Higgins	Chief Executive Officer
Emma Cannings	Interim Chief Operating Officer
Stuart Beattie	Chief Technology Officer
Fiona Shearer	Chief Financial Officer
Emily Kalkan	Head of Marketing and Communications

**Independent Examiners** Hazlewoods LLP  
Windsor House  
Bayshill Road  
Cheltenham  
Gloucestershire  
GL50 3AT

**Bankers** Santander  
Bootle  
Merseyside  
L30 4GB

**Solicitors** Addleshaw Goddard LLP  
One St Peter's Square  
Manchester  
M2 3DE

Farrer & Co LLP  
66 Lincoln's Inn Fields  
Holborn  
London  
WC2A 3LH



## CHIEF EXECUTIVE'S MESSAGE

**Bookmark has an incredibly simple vision: we want every child to read**

We're a literacy charity giving children the reading skills and confidence they need for a fair chance in life, through our flexible volunteer-led programme.

Currently in the UK, more than seven million adults struggle with basic reading every day. In a 'normal' year, an average of eight children in a class leave primary school unable to read well; already a compelling case for our support to improve children's reading attainment.

However, the situation has worsened this year. Nearly 10 years of progress in narrowing the attainment gap in England between disadvantaged pupils and their classmates has been critically damaged due to the coronavirus pandemic. The Education Endowment Foundation (EEF) said the closure of schools to most pupils was likely to reverse all progress made to close the gap since 2011.

Our support is needed now more than ever.

### A year of change at Bookmark and beyond

Since Bookmark was created on 1 February 2018, we have built our organisation, developed our unique technology solutions, and provided our face-to-face volunteer-led services for children throughout Inner London. In early 2020, we began to roll out our face-to-face programme through Greater London.

### The impact of COVID-19

2020 has been a year of significant uncertainty and change, across all sectors and countries. From March 2020, the magnitude of the COVID-19 pandemic was felt by the nation. With a sharp increase in cases of COVID-19 in early 2020, the UK's Government took significant steps to slow down the spread of the disease. Such steps included a ban on all non-essential travel from Tuesday 17 March and the closure of all schools from Friday 20 March (with the exception of vulnerable children and key worker children). As of September 2020, schools have reopened with restrictions and COVID-19 considerations in place, such as keeping classes or whole year groups apart in separate "bubbles".

### The action we took in response to the pandemic

As an immediate response to COVID-19, all of the team (except our Chief Financial Officer) furloughed for varying lengths of time and we were supported by the Government's Coronavirus Job Retention Scheme. However, a small number of the team returned from furlough in early May 2020 so that we could pilot and roll out a new, online reading programme for our existing partner schools. Following the success of the initial pilot and the demand from our schools, the entire team returned to work by mid-July so that we could roll out our online reading programme to all our partner schools and prepare ourselves for the new academic year, with a view to supporting even more children. Our online programme has been hugely successful; we are thrilled that all our partner schools who accessed online reading support during the Summer Term 2019/20 said that it had a positive impact on their pupils and that it helped them with the particular challenges that they were facing due to COVID-19.



## Bookmark Reading Charity

### Trustees' Report and Financial Statements for the period ended 31 August 2020



In addition to our online programme, we were able to respond to COVID-19 by providing additional resources for children who have been in lockdown. A 2018 National Literacy Trust survey reports that as many as 1 in 11 children don't have a book of their own at home; this number drops to 1 in 8 of disadvantaged children (receiving free school meals). Through the generosity of a corporate supporter, CPI Group, we were able to provide over 1,000 children from our partner schools with printed resources and reading material to enjoy at home over the summer holiday. It is a small step, but we were thrilled to be able to provide additional literature for children and we are already seeking ways to grow this initiative.

As a nation, a 'new normal' has replaced our previous professional and social day-to-day activities. For example, there is a shift to increased working from home and social distancing measures in place. The global COVID-19 pandemic is ongoing and we are certain it will continue to impact our services, fundraising, and ways of operating in the future.

#### Our future aims

As a result of COVID-19's impact on children's education, our services are needed more than ever. By 31 August 2023, we aim to deliver over 500,000 reading sessions in 264 schools across England and Wales, with over 4,700 volunteers. Our team will need to grow to facilitate this, but we do not expect the team to grow at the rate it has previously. Rather, we will continue to focus on being an efficient, effective organisation so that we can achieve scale and impact, while managing our cost base. This is no small task, but with the child literacy challenge as great as it is, it demands a fitting response.

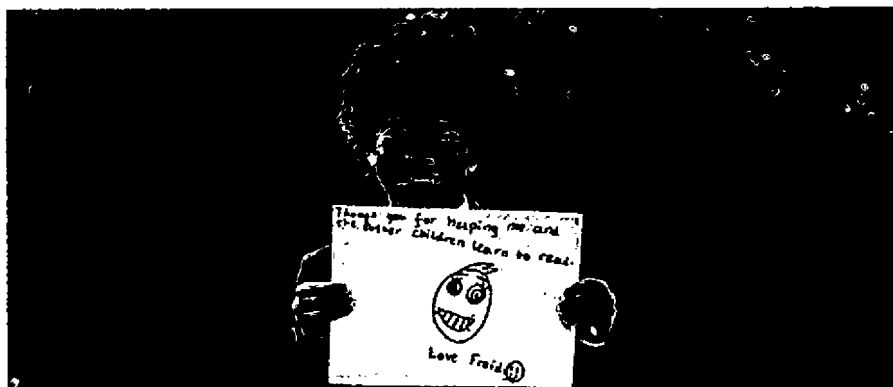
#### Thank you

The period to 31 August 2020 has been one of significant growth, challenge, uncertainty and change. With thanks to the unwavering commitment, hard work, determination, belief and passion of our Board of Trustees, employees, volunteers, donors and supporters – Bookmark has not only survived, but been able to scale and make an impact for even more children. From our dedicated volunteers providing reading support to children, to our creative fundraisers and donors who have ensured we have the income we need to provide our services in this changing world. From our hard-working team who have ensured we have the tools, technology and processes to support our volunteers and schools both face-to-face and online, to our supporters who spread the word about Bookmark. We owe so much to them all.

It has been a period of change but also huge achievement for the Charity. We look forward to making next year even better, as we support more schools and children, and engage more volunteers, supporters and donors to tackle childhood illiteracy in England and Wales.

*Kitty Higgins*

Kitty Higgins  
Chief Executive Officer





## OUR VISION, MISSION AND VALUES

### Vision

We want every child to read.

### Mission

We give children the reading skills and confidence they need for a fair chance in life, through our flexible volunteer-led programme.

### Our values

Our values matter; they support our vision, shape our culture and reflect what is most important to us.

#### We have heart

- We care deeply about what we do; it is our driving force
- We believe in the potential of all children and the power of communities to support them
- We fuel our work with optimism and a positive energy, supporting each other through challenges and celebrating our achievements

#### We are curious

- We are interested and constantly learning so that we can adapt to improve the support we provide
- We ask questions and contribute outside of our specialties to develop great ideas
- We have the courage to challenge the norm in search of a better alternative

#### We are a team

- We work together with our volunteers, schools, partners and supporters
- We embrace diversity and celebrate differing perspectives and backgrounds
- We listen well and communicate clearly to seek understanding and achieve better outcomes

#### We act with integrity

- We are trusted to always keep safeguarding at the heart of what we do
- We are honest and open within our teams and across our communities
- We are professional and hold the highest expectations of ourselves and one another

#### We make it happen

- We work hard – and smart – to fulfil our promises and make an impact
- We are proud of what we have achieved and we know there is always more to do
- We each play an important role in Bookmark's story and consider how our actions impact the charity's vision



## TRUSTEES' REPORT

The Trustees of Bookmark Reading Charity have pleasure in presenting their report and financial statements for the period ended 31 August 2020.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (Charities SORP (FRS 102)).

### Objectives and activities

We help children to read by providing a fun and engaging six-week reading programme. Each programme involves two 30-minute, one-to-one sessions each week. Each session is clearly structured and comprises a combination of reading books, playing games and using their imagination for storytelling. The aim of our programmes is to positively impact children's reading attainment, enjoyment, and confidence in a safe and meaningful way.

At Bookmark, we have two service delivery models:

- **Face-to-face.** Our programmes have traditionally been conducted face-to-face in primary schools. Every school that we work with is gifted a Bookmark Box that volunteers can use in their face-to-face sessions. This contains a carefully chosen selection of books, games and activities to help children develop their "reader identity," and to foster enjoyment of reading. Because there is evidence that choosing a book directly impacts upon reading motivation and literacy development, we made sure that our Bookmark Box includes a wide range of different book options. The books comprise a mixture of genres and a range of reading levels, and we have ensured they contain characters that are representative of the diverse communities we work in. The literacy games and activities in the Bookmark Box are designed to: encourage children to develop their storytelling and comprehension skills; extend their vocabulary; engage with letters, words and sounds in an informal, creative manner; and be as tactile as possible in order to particularly engage kinaesthetic learners.
- **Online.** Much like the rest of the world, Bookmark was affected by COVID-19 and it quickly became apparent that face-to-face sessions in schools were not viable. Bookmark's agile approach to solution development allowed us to pilot and roll out online volunteering sessions. We can now deliver reading sessions online through our secure, interactive online platform. For our online sessions, we have used the same principles to collate our 'virtual' Bookmark Box of resources.

All our programmes are delivered by our volunteers and safeguarding is at the heart of our culture. All our volunteers undergo an enhanced DBS check as part of our Safer Recruitment process that also includes employment history, two references and a structured competency interview. All volunteers receive comprehensive training online that covers a wide range of topics from safeguarding, through to the tools and knowledge required to use the resources that facilitate fun and engaging sessions with children. Volunteers have ongoing access to our online training and resource library, to refresh their knowledge and further develop their skills.

We work with schools to help them identify children who need extra support with their reading. Schools have flexibility to decide which children will take part in the programme and for how long (6 weeks, 12 weeks, or more).

Our digital platform matches schools with our fully safeguarded, vetted and trained reading volunteers at the tap of a button. Using the Bookmark School Hub, our secure website, schools can arrange reading sessions at times that suit their timetable, making it low in administration for the school. Our volunteers arrange reading sessions via our mobile app, making it an easy way to fit volunteering around other commitments.



## TRUSTEES' REPORT (continued)

### Our achievements and performance

Since our inception and subsequent pilot in Camden at the end of 2018, the charity has grown significantly. Bookmark began the academic year 2019/20 with seven fully onboarded partner schools. By January 2020, this number had grown to 30 following a concerted marketing and school business development effort. As of 1 October 2020, Bookmark has 57 fully onboarded partner schools across 16 London boroughs, Birmingham, Portsmouth, Hastings, and Blackpool.

Similarly, over the course of the 2019/20 academic year, Bookmark's volunteer base has grown considerably. In September 2019 Bookmark had 45 volunteers; in January 2020, this number had grown to 209. Bookmark currently has 561 volunteers, due largely to 'always on' volunteer attraction marketing (with consistent below the line marketing activity), coupled with a larger, integrated, above-the-line campaign in January 2020. We also have a further 519 volunteers onboarding with us (defined as those who have at least started their application).

This rapid expansion meant that during the academic year 2019/20, the majority of operational activity in terms of reading programmes delivered in schools took place between January and March 2020 (prior to school closures as a result of COVID-19). A total of 1,128 reading sessions took place between September and December 2019; this is the equivalent of 15 every day. In comparison, 3,048 reading sessions took place between January and mid-March 2020; the equivalent of 60 every day.

Aside from the significant growth that we were starting to realise prior to COVID-19, other notable achievements include the following:

- **Demonstrating our impact.** For academic year 2019/20, Bookmark commissioned the National Literacy Trust (NLT) to explore the impact our programme has on children's reading skills and engagement. The report delivered by the NLT demonstrated that we successfully achieved our three key aims of improving children's enjoyment of reading, improving children's confidence with reading, and improving children's reading attainment. More information can be found in 'Bookmark's Impact' below.
- **Moving our support online.** As our support had been exclusively face-to-face, this paused as a result of COVID-19, when schools were closed and volunteers were advised against unnecessary travel. However, it was important to us to make sure our schools were not without additional reading support at such a vital time, even when our face-to-face programme was on hold and volunteers weren't able to visit schools. So, we designed, piloted and rolled out a new online reading programme that allowed pupils to benefit from our reading help, particularly when so many will have lacked their usual access to books, resources and reading support during lockdown. This model has been hugely successful, with all our pilot primary schools confirming (via survey) that the programme had a positive impact on the children; all our pilot primary schools were satisfied with the programme.
- **Harnessing technology to continuously improve.** A focus in the charity's previous Business Plan was to increase efficiencies through enabling technologies and harness innovation to drive improvements in our matching capabilities. We realised this through:
  - Using data and analysis to better understand the challenges our volunteer applicants experienced with their onboarding journey. Based on digital tracking software, as well as feedback from applicants themselves, we re-designed, tested and implemented a new online application form that is more user-friendly so that we experience less 'drop-off' during the onboarding journey. Based on insights from the Programme Support team, we also implemented DocuSign for volunteer reference requests, reducing the time involved in this activity by as much as 75%.
  - Implementing bespoke, in-house eLearning Safeguarding Training, to not only save on the cost of an external provider, but also to give our applicants a more seamless training journey.
  - Designing and implementing, together with JMAN Consulting, a dashboard that provides the operational and senior leadership teams with the requisite, up-to-date information that enables more effective tracking and analysis of our operations.
- **Building our team.** Growth of both the Senior Leadership Team and our operational teams has put the charity in a fantastic position to deliver on our Strategic Aims and Objectives in the coming years. Additionally, Bookmark's Technology Advisory Group – one of the three independent boards that provide challenge and guidance to the charity – has grown to form a well-rounded and well-informed group to guide, challenge and validate the charity's technology roadmap.





## TRUSTEES' REPORT (continued)

### Our plans for the future

We plan to respond to the literacy challenge in the UK and positively impact children's reading attainment, enjoyment, and confidence in a safe and meaningful way. To do this, we aim to:

- Implement and roll-out our online reading programme alongside our face-to-face reading programme, so that we can support even more children in more locations, throughout England and Wales
- Attract more schools who will have an excellent experience with Bookmark and proactively identify children who will benefit from additional one-to-one support
- Grow an empowered community of volunteers who can provide regular reading support for more children, more often.
- Drive down the cost of our reading programme through a continued focus on efficient and effective ways of working.

We will do this through:

- Highly motivated people and efficient processes, so that we can help more children with the same resource
- Implementing value-for-money, innovative technology solutions to enable and support a scalable operation
- Developing effective, mutually beneficial partnerships to further our aims, implementing measures to ensure a strong ROI on any partnership activity
- Securing sustainable funding from varied income streams, to avoid over-reliance on specific donors or organisations
- Improving our visibility and extending our brand, in order to be able to attract more donors, volunteers and schools
- Effectively implementing the tools and initiatives required to ensure we are measuring the impact we make on children's attainment, enjoyment, and confidence when reading.

The intention in the academic year 2020/21 and onwards, is to continue providing online reading support and, when the time is right, to reinstate our face-to-face reading programmes (whilst maintaining our online model). Bookmark offers support for children in Years 1 to 3 (aged 5 to 8 years old) who are at risk of not meeting the expected standard for reading. In academic year 2020/21, we will be exploring providing support for children in Reception (aged 4 to 5) and children in Year 4 (aged 8 to 9).

By the 31 August 2023, we will deliver over 500,000 reading sessions in 264 schools, with over 4,700 volunteers. Our team will need to grow to facilitate this, but we do not expect the team to grow at the rate it has previously. Rather, we will continue to focus on being an efficient, effective organisation so that we can achieve scale and impact, while managing our cost base.

### Bookmark's Impact

*Our literacy programme aims to improve both children's literacy skills and their attitude towards reading. The latter is well evidenced to be a key factor in children's reading development - in fact, the National Literacy Trust found that young people who very much enjoy reading are three times as likely to read above the level expected for their age as young people who don't enjoy reading at all.*

In academic year 2019/20, Bookmark worked with the National Literacy Trust to conduct an evaluation of the impact of our six-week reading programme on the reading attainment and attitudes towards reading of the pupils that our volunteers supported. To facilitate this, we collected information on pupils' reading skills as well as their reading enjoyment, behaviours, and confidence before and after taking part in the Bookmark programme. The same information was also collected from classmates who didn't take part in the programme, to provide comparative data. In addition, the evaluation was also designed to explore volunteers' and teachers' perceptions of impact on participating pupils, as well as their own experience of the programme.



### TRUSTEES' REPORT (continued)

*"The Bookmark Reading programme has an impact on pupils, in particular on their reading engagement and confidence but also on their reading skills. The programme is also beneficial for pupils more widely and provides children important opportunities to read with an adult" – NLT, Bookmark Impact Report 2020*

To collect impact information, we used the following three sources:

- Teacher surveys conducted at the end of the school year. A survey was conducted in April-May 2020 to explore teachers' perceptions of the impact of the Bookmark programme on their pupils.
- Volunteer surveys throughout the year, and in April 2020. 77 volunteers completed a survey at the end of the final session of the 6-week programme. In April 2020, 64 volunteers completed an end-of-year survey, providing insight on their overall volunteer experience.
- Interviews with teachers and volunteers. Interviews with teachers and volunteers were conducted via Zoom in April 2020. All the interviews were recorded, and detailed notes were made on the recordings afterwards.

The National Literacy Trust's evaluation sought to collect data from teachers, volunteers and children in the 2019/20 academic year. However, due to the COVID-19 pandemic in Spring 2020 and resulting school closures, it was not possible to administer the post-programme attitudinal surveys with pupils. The evaluation was therefore adjusted to focus solely on the perceptions of impact from teachers and volunteers, collected through surveys and interviews. School closures also meant that many of the children (80%) we supported were only able to experience one Bookmark programme.

Irrespective of the shorter school year, the impact of our literacy interventions is evident. Findings from the evaluation showed that the Bookmark programme was successful in achieving our key aims of:

- Improving children's reading attainment - 2 out of 3 teachers reported that pupils' reading fluency improved. Our programme supports improved reading attainment through the format of short, regular one-to-one sessions that involve colour-banded book reading, so that children can further their classroom learning at their own pace. The inclusion of literacy games supports their progress as a form of evidence based 'learning through play'. Our online sessions are also clearly structured, consisting of an introduction section (allowing the pupil to familiarise themselves with the technology being used and select their own reading material), reading time, and a final section of literacy games and activities linked to the reading material (to support comprehension skills).
- Improving children's enjoyment of reading - 9 out of 10 teachers told us that their pupils enjoy reading more. Our model empowers children to have a positive reading experience by giving them the opportunity to choose for themselves what they'd like to read. This includes the diverse selection of books in our Bookmark Box and the inclusion of literacy games, which make each reading session engaging and fun. For online reading sessions, children can choose from a growing selection of online reading resources and activities. These are updated each term, in collaboration with teachers, to ensure close alignment with classroom teaching, a diversity of material, and engaging content for children.
- Improving children's confidence with reading - 3 out of 4 volunteers noticed that their reader's confidence improved. Many children do not get consistent one-to-one adult support to build up their reading confidence. Teachers may not have the time to provide this, and many families are simply not in a position to do so either. With our programme, children are provided a safe space to develop their confidence as they build a trusting relationship with their volunteer.

Our impact is even more far-reaching than reading attainment and attitudes. In academic year 2019/20, teachers also noticed that their pupils benefitted from:

- One-to-one attention. *"This programme was very beneficial for a child who finds the classroom overwhelming at times. The 1:1 attention was extremely beneficial for her self-esteem, confidence and general well-being."* – Teacher at Bookmark School
- Improved self-esteem. *"The programme changed this pupil's attitude towards reading and also helped to improve their behaviour and self-esteem over a short period of time."* – Teacher at Bookmark School



## TRUSTEES' REPORT (continued)

- Meeting diverse role models. *"This is about them improving their reading ultimately but the way that Bookmark does that is through the relationships that they build with these volunteers and by having a great time with this really cool adult that they've met. All of that adds up to them trying harder when they are doing their reading."* – Teacher at Bookmark School

In our face-to-face programme, we achieve our impact through:

One to-one sessions ...	"There is a strong body of evidence demonstrating the benefit of one-to-one tutoring for children struggling with literacy." - Education Endowment Foundation (EEF).
In a six-week programme ...	Two 30-minute sessions a week, for six weeks, follows the EEF's guidance of keeping interventions brief, regular and maintained over a sustained period. Children can do multiple programmes if needed.
That are clearly structured ...	30-minute sessions are divided into three segments: the child's banded classroom book, the child's own choice (to develop a reader identity), and literacy games and activities (to bring enjoyment into reading).
Fun and engaging ...	The child is empowered to choose the texts and games that they'll enjoy the most. Reading enjoyment is more important for children's educational success than their family's socio-economic status (OECD).
And with diverse volunteers.	Our diverse volunteer pool exposes children to varied vocabulary, and opportunities for language acquisition. Children exposed to more words have a lower risk of adult mental health issues (The Oxford Language Report).

Our success is measured by the impact we have on children's enjoyment, confidence and attainment when reading. Vital to achieving this is making sure that our programmes are based on data and research, to ensure that we can have the maximum impact. Our programme was designed using evidence-based recommendations from The Education Endowment Foundation (EEF), The Open University (The OU) and The Organisation for Economic Co-operation and Development (OECD). We are actively reviewing our online programme to make sure we have a varied online content library so that children can explore their reader identity and texts that they enjoy. We are also reviewing the most effective way to link our online programme back to classroom learning, for example through colour-banded book reading (as per our face-to-face programme).

More than half of the children on our programme are disadvantaged, defined by the receipt of Pupil Premium. Disadvantaged children are at higher risk of poor literacy, with 1 in 11 not owning a single book (The National Literacy Trust)<sup>1</sup>. Half of the children on our programme are from families where English is an additional language. This may mean their parents may be less able to support their children with reading in English.

For the children who need us, we are changing the story.

### Public benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit when reviewing our strategic aims and in planning the activities of the Charity.

The Trustees have satisfied themselves that Bookmark meets the public benefits requirements, in particular:

- The objectives of the Charity are clear – Bookmark was set up to advance the education of children in the United Kingdom, in particular by promoting and supporting the development of literacy;
- The aims and activities of the Charity are directly related to its objective, as set out in this report;

<sup>1</sup> National Literacy Trust (2018) Book ownership, literacy engagement and mental wellbeing, Christina Clark and Irene Picton



## TRUSTEES' REPORT (continued)

3. The people who receive support are entitled to do so according to the criteria set out in the Charity's objectives – all of Bookmark's work is focused on children in the UK who require additional reading support.

### Financial Review

Our key achievements in the last financial period include securing multi-year funding from Literacy Capital plc, new corporate partners, establishing a trust and foundation application programme, welcoming new members of the Bookmark Giving Back Club, and further developing our High Net Worth supporter base. Bookmark also held a number of successful fundraising events, including the Lake District 5 Peaks Charity Challenge, our first Corporate Partnership Board Dinner, a "Thank You" Dinner, a new supporters' dinner and the inaugural Bookmark Ball, all of which raised funds and awareness of Bookmark.

The Charity changed its financial year end post the last financial statement submission, from the 31 March to the 31 August, so these financial statements reflect a 17-month period. In the financial period ended 31 March 2019, our income was £0.74m; our accounts were not audited, but independently examined as they were below the audit threshold. In the 17 months to 31 August 2020, Bookmark's total income was £2.04m.

We have successfully diversified our income to include new donors and we've established a robust pipeline of potential corporate partners. We remain confident that the Pindar family and Literacy Capital plc will remain committed, long-term supporters as they care passionately about improving literacy in the UK. Sharon Pindar knows from personal experience, the impact poor literacy can have on a person's life, and that of their families. However, we recognise that more needs to be done to prevent an over reliance developing on any one set of donors as the Pindar family and Literacy Capital plc continue to be the largest supporters of the Charity.

We closely manage all spend, ensuring value for money and utilising pro-bono support where possible. To date, we have built up free reserves equivalent to 4.6 months' spend, with the intention to increase this to an amount equivalent to 5 months' spend in the future.

In order to realise the strategic objectives that the charity has set out, we aim to grow and diversify our sources of income so that we can realise:

- £1.63m of income by 31 August 2021
- £1.91m of income by 31 August 2022
- £2.19m of income by 31 August 2023

### Structure, Governance and Management

#### Constitution

Bookmark Reading Charity is both a registered charity and a company limited by guarantee. It was incorporated as a limited company on 8th December 2017 and registered as a charity on 23 March 2018. The Charity changed its name from Bookmark Reading Limited to Bookmark Reading Charity on 28 January 2018. It is governed by its Memorandum of Association.

#### Governance and management

The Articles of Association require that there are not less than two and not more than eight Trustees and at least one Trustee must be a natural person. A Trustee may hold office for a period of three years and any retiring Trustee who remains qualified may be re-appointed. The Board of Trustees meets quarterly, and ensures the Charity is well managed and operating within agreed policies, the law and its budget.

The Charity is governed by a Board of Trustees, comprising of Sharon Pindar (Chair of Trustees), Paul Fletcher (Treasurer), Charlie Walker (Trustee), and Phil Neal (Trustee). Each new Trustee is given appropriate induction and training relevant to their responsibility. At least one Trustee on the Board is a trained reading volunteer.



## TRUSTEES' REPORT (continued)

The Board delegates the day-to-day management of the Charity to the Chief Executive Officer and the Senior Leadership Team.

### Fundraising

Bookmark Reading Charity is compliant with the standards set by the Fundraising Regulator in its 'Code of Fundraising Practice'. We are pleased to make this commitment and feel it gives both our donors and supporters confidence in our fundraising practices. Bookmark's fundraising team has experience in the Code of Fundraising Practice and associated Rulebooks.

We are mindful during our fundraising activities not to be unreasonably persistent or to apply undue pressure on anyone, or to intrude on anyone's privacy. The Charity did not undertake any telephone, doorstep or lottery fundraising in the period.

The Charity received no complaints relating to its fundraising activities during the period.

### Pay Policy for Key Management Personnel

The Trustees consider the Board of Trustees and the Senior Leadership Team comprise the key management personnel of the Charity, in charge of directing and controlling, running and operating the Charity on a day to day basis.

All Trustees give of their time freely and no Trustee received remuneration in the period. Details of Trustees' expenses and related party transactions are disclosed in notes 20 and 21 to the accounts. The pay of the Chief Executive Officer and senior staff is reviewed annually based on performance and normally increases in accordance with average earnings. However, due to COVID-19 uncertainties, there was no pay review for the Senior Leadership Team, including the Chief Executive Officer, in April 2020. The remuneration is set to ensure it is both fair but also will attract and retain staff of the appropriate calibre and experience required by the Charity.

### Staff and Volunteers

Bookmark currently has a team of 26 full and part time staff, and 561 trained reading volunteers. In addition, three additional boards support Bookmark, namely:

- Corporate Partnerships Board – responsible for devising and implementing plans to generate income for the Charity from the corporate sector, and identifying sources of corporate volunteers.
- Literacy Advisory Board – responsible for providing inspiration, challenge, guidance and thought leadership to the Board and Charity's Senior Leadership Team to ensure the Charity continues to provide effective literacy support to children and schools who need it.
- Technology Advisory Group – the primary purpose of the Technical Advisory Group is to advise on how best to apply industry best practice, provide a comprehensive peer review and oversight of our current and future technology developments, and ensure the Charity receives input from different technology sectors to support, confirm and challenge our decision making and development. The Technology Advisory Group now consists of 8 members from diverse sectors.

These three boards have no delegated authorities, cannot pass resolutions on behalf of the Charity, and cannot direct the Senior Leadership Team or other employees of the Charity.

All our staff, volunteers and supporting boards are vital to the work of the Charity and they have contributed enormously to the success of the organisation, and to the services it provides. The Trustees record their sincere appreciation of the contribution from all our staff, volunteers and supporting boards.



## TRUSTEES' REPORT (continued)

### Donated Services

We are extremely grateful to the various organisations and individuals who have supported us. We have been provided with management consultancy, legal advice, data warehouse and analytic support, and other incredibly helpful support.

### Reserves Policy

While the Charity has started to develop a range of income generating activities to support its charitable activities, Bookmark Reading Charity is heavily reliant on voluntary donations. The majority of this income must be newly generated each year. Bookmark's donors to date have mainly comprised of a small number of major givers and corporate donors. To prevent an over reliance developing on any one set of donors, we plan to diversify our income through engaging new audiences such as new corporates, major givers, and trusts and foundations. Our emphasis remains on building long-term sustainable support from corporate donors and major givers.

The Trustees duly consider the uncertainties around funding when setting the Charity's reserves policy. The Trustees aim to generate reserves that are sufficient to underpin the commitment to the continued growth and development of our services. To date, we have built up reserves equivalent to 6.5 months' spend (4.6 months' free reserves), with the intention of holding free reserves equivalent to 5 months' spend over the coming 12 months. In particular please refer to Note 22 which reflects a significant donation received post year end, which will enable us to achieve this target.

The Trustees are pleased to report that the Charity has a robust balance sheet, which will be used to continue to provide services to support its charitable objectives in the UK.

### Risk management

The Senior Leadership Team meet monthly to discuss the charity's risks. Following NCVO best practice, the risk management process has involved the identification, evaluation, and control of risks. Whilst risks cannot be eliminated entirely, the charity aims to reduce the risk to a level that the charity is comfortable with (the risk appetite). When identifying risks, risk owners are assigned and risks are categorised into the following areas:

- External and Impact
- Regulatory and Compliance
- Financial Sustainability
- Governance
- Operational
- Safeguarding

The Senior Leadership Team record all controls that are in place to mitigate each risk and then calculate the residual risk. If this is higher than the target risk, we identify further initiatives and actions to reduce the risk to an acceptable level.

A quarterly review of the principle risks and uncertainties that the Charity faces is completed by the Trustees. The Trustees are satisfied that systems are in place to manage exposure to the major risks and actions are taken as appropriate to reduce the overall level of risk.



## TRUSTEES' REPORT (continued)

### Trustees' Responsibilities in Relation to the Financial Statements

The Charity Trustees (who are also Directors for the purposes of company law) are responsible for preparing a Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the Charitable Company and of the incoming resources and application of resources for that period. In preparing the financial statements, 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;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the Charity and financial information included on the Charity's website.

### Appointment of Auditors

Hazlewoods have been appointed as Auditors for the period ending 31 August 2020, having acted as Independent Examiners for the period ended 31 March 2019, and they have confirmed their willingness to continue in office.

### Approval

This report was approved by the Trustees on 12th October 2020 and signed on their behalf.

A handwritten signature in black ink, appearing to read 'Sharon Pindar'.

Sharon Pindar  
Chair of Trustees



**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK  
READING CHARITY FOR THE PERIOD ENDED 31 AUGUST 2020**

**Opinion**

We have audited the financial statements of Bookmark Reading Charity (the 'charitable company') for the period ended 31 August 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related 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 charitable company's affairs as at 31 August 2020 and of its incoming resources and application of resources, including its income and expenditure, for the period 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 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the charitable company's ability to continue as a going concern. For example, it is difficult to evaluate all of the potential implications of the current COVID-19 outbreak on the charitable company's trade activities, employees, customers, suppliers and the wider economy.





**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK  
READING CHARITY FOR THE PERIOD ENDED 31 AUGUST 2020 (continued)**

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

**Opinion 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 period 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors Report included in the Trustees' Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations necessary for the purposes of our audit.

**Responsibilities of the trustees**

As explained more fully in the Trustees' Responsibilities Statement set out in the Trustees' Report, the trustees (who are also the directors of the charitable company for the purpose 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 they 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 charitable 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 charity or to cease operations, or have no realistic alternative but to do so.



**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF BOOKMARK  
READING CHARITY FOR THE PERIOD ENDED 31 AUGUST 2020 (continued)**

**Our 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.

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.

**Use of our report**

This report is made solely to the charity'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 charity's members those matters we are required to state to them in an auditor's 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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....  
Scott Lawrence FCA  
(Senior Statutory Auditor)

For and on behalf of:  
Hazlewoods LLP  
Chartered Accountants and Statutory Auditors  
Windsor House  
Bayshill Road  
Cheltenham  
GL50 3AT

Date: 15 October 2020



**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME & EXPENDITURE ACCOUNT)**

	Note	Unrestricted £	Restricted £	17 months to 2020 Total £	16 months to 2019 Total £
<b>Income</b>					
- Donations and Legacies	2	1,762,585	193,049	1,955,634	743,346
- Investment Income	3	80,548	-	80,548	367
<b>Total income</b>	4	<b>1,843,133</b>	<b>193,049</b>	<b>2,036,182</b>	<b>743,713</b>
<b>Expenditure:</b>					
- Raising funds	5	(238,104)	-	(238,104)	(86,462)
- Charitable Activities	6	(1,264,842)	(107,735)	(1,372,577)	(389,472)
- Governance and support costs	7	(10,454)	-	(10,454)	(24,579)
<b>Total expenditure</b>		<b>(1,513,400)</b>	<b>(107,735)</b>	<b>(1,621,135)</b>	<b>(500,513)</b>
<b>Net income for the period</b>		<b>329,733</b>	<b>85,314</b>	<b>415,047</b>	<b>243,200</b>
<b>Balances brought forward 31<sup>st</sup> March 2019</b>		<b>243,200</b>	<b>-</b>	<b>243,200</b>	<b>-</b>
<b>Balances carried forward 31<sup>st</sup> August 2020</b>	15	<b>572,933</b>	<b>85,314</b>	<b>658,247</b>	<b>243,200</b>

All income and expenditure is derived from continuing activities and is unrestricted.  
All gains and losses recognised in the period are included above.

Bookmark Reading Charity  
Trustees' Report and Financial Statements for the period ended 31 August 2020



**BALANCE SHEET**

	Note	31 August 2020 Total £	31 March 2019 Total £
<b>FIXED ASSETS</b>			
Intangible fixed assets	10	174,248	125,700
Tangible fixed assets	11	18,452	9,088
Investments	12	1	1
		<u>192,701</u>	<u>134,789</u>
<b>CURRENT ASSETS</b>			
Debtors, prepayments and accrued income	13	98,932	24,572
Cash at bank and in hand		471,115	126,269
		<u>570,047</u>	<u>150,841</u>
<b>CURRENT LIABILITIES</b>			
Creditors and accruals	14	(104,501)	(42,430)
		<u>(104,501)</u>	<u>(42,430)</u>
<b>NET CURRENT ASSETS</b>			
		<u>465,546</u>	<u>108,411</u>
<b>NET ASSETS</b>			
		<u>658,247</u>	<u>243,200</u>
<b>REPRESENTED BY:-</b>			
Restricted funds	16	85,314	-
Unrestricted funds	15	572,933	243,200
		<u>658,247</u>	<u>243,200</u>

The notes on pages 22 to 33 form part of these financial statements.

In approving these financial statements as Trustees of the company, the Trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

Approved by the Trustees on 12th October 2020

Chair

Company Number: 11104438



## CASH FLOW STATEMENT

	Notes below	2020 £	2019 £
Net cash provided by (used in) operating activities	A	544,012	264,225
Cash flows from investing activities:			
Purchase of intangible fixed assets		(177,000)	(125,700)
Purchase of fixed assets		(22,166)	(12,255)
Purchase of fixed asset investments		-	(1)
Change in cash and cash equivalents	B	<u>344,846</u>	<u>126,269</u>

### A. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net income for the reporting period	415,047	243,200
Adjustments for:		
Depreciation of tangible fixed assets	12,802	3,167
Amortisation of intangible fixed assets	81,614	-
Loss on intangible assets written off	46,838	-
(Increase) in debtors	(74,360)	(24,572)
Increase in creditors	62,071	42,430
Net cash provided by /(used in) operating activities	<u>544,012</u>	<u>264,225</u>

### B. ANALYSIS OF THE CASH AND CASH EQUIVALENTS

	2019 £	Change In period	2020 £
Cash at bank and in hand	126,269	344,846	471,115
Change in cash and cash equivalents	<u>126,269</u>	<u>344,846</u>	<u>471,115</u>



## NOTES TO THE FINANCIAL STATEMENTS

### 1 ACCOUNTING POLICIES

#### *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 financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Bookmark Reading Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

#### *Basis of preparation of financial statements*

These financial statements are prepared under the historical cost convention adopting the following principal accounting policies, all of which are in accordance with Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### *Going Concern*

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast a significant doubt on the ability of the Charity to continue as a going concern. The Charity has robust controls and measures in place to ensure it closely manages all spend, receives value for money, and has adequate funding in place before entering into future commitments. The Charity uses its CRM system to track all funding opportunities, taking into account stage, probability of success and prudent close dates to calculate its probability weighted income forecast. This information is reflected in a detailed weekly cash forecasting exercise to ensure the Trustees and Senior Leadership Team have adequate oversight of the Charity's projected cash position.

The Trustees make this assessment in respect of a period of one year from the date of approval of the financial statements. The Trustees have also considered the impact of the current COVID-19 outbreak in respect of going concern, to ensure that the charity can continue with its activities in the future. On review, the Trustees have concluded that they are to adopt the going concern basis in preparing the annual financial statements.

#### *Incoming resources*

Donations and legacies represent amounts received during the period. Gifts in kind for use by the Charity are recognised as incoming resources when receivable at a reasonable estimate of their value.

Donations and grants receivable for specific purposes are credited to the statement of financial activities in the period to which they relate as soon as conditions for receipt have been met.

#### *Fund accounting*

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by Donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 1 ACCOUNTING POLICIES (continued)

#### *Expenditure*

All expenditure is accounted for under the accruals concept.

Costs are allocated between charitable costs, cost of raising funds and governance costs. Shared costs have been apportioned across these three headings and where appropriate into restricted expenditure, according to best estimate of usage. The irrecoverable element of Value Added Tax is included with the item of expense to which it relates. Depreciation is allocated to expenditure headings on the basis of the use of the assets concerned.

#### *Pension costs*

Contributions payable on behalf of employees to the defined contribution pension scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### *Intangible fixed assets*

All expenditure on acquisition, enhancement, production and installation and all intangible fixed assets received by way of donation are capitalised as intangible fixed assets. Intangible fixed assets are stated in the balance sheet at cost less depreciation, or in respect of donated assets, at estimated value at the date of donation less depreciation.

Amortisation is calculated to write off the cost or valuation of intangible assets over their estimated useful lives at the following rates:

Software assets	3 years straight line
Assets under construction	Nil

#### *Tangible fixed assets*

All expenditure on acquisition, enhancement, production and installation and all fixed assets received by way of donation are capitalised as fixed assets. Fixed assets are stated in the balance sheet at cost less depreciation, or in respect of donated assets, at estimated value at the date of donation less depreciation.

Depreciation is calculated to write off the cost or valuation of tangible assets over their estimated useful lives at the following rates:

Computer and office equipment	33% of cost per annum
-------------------------------	-----------------------

#### *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.

#### *Cash at bank and in hand*

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 1 ACCOUNTING POLICIES (continued)

#### *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. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### *Financial instruments*

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

#### *Operating leases*

The cost of and income from operating leases is charged and credited to the profit and loss account on a straight-line basis over the lease term.

#### *Irrecoverable VAT*

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.





## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 2 INCOME FROM DONATIONS

	Unrestricted £	Restricted £	17 months to 2020 £	16 months to 2019 £
Donations and Legacies:				
- Donated services	135,520	-	135,520	60,000
- Individual donations	47,935	2,410	50,345	33,790
- Corporate donations	570,891	107,008	677,899	68,077
- Trusts and foundations donations	10,000	56,041	66,041	10,095
- Major donations and Pindar family donations	458,101	27,590	485,691	459,925
- Gift aid	94,595	-	94,595	107,619
- Instagiv / Justgiving donations	4,228	-	4,228	1,253
- Corporate fundraising events / Charity Challenge	5,485	-	5,485	2,587
- Charity fundraising events	342,530	-	342,530	-
- School contributions	450	-	450	-
	<u>1,669,735</u>	<u>193,049</u>	<u>1,862,784</u>	<u>743,346</u>
Grants:				
- Furlough income	92,850	-	92,850	-
	<u>1,762,585</u>	<u>193,049</u>	<u>1,955,634</u>	<u>743,346</u>

### 3 INVESTMENT INCOME

	Unrestricted £	Restricted £	17 months to 2020 £	16 months to 2019 £
Bank interest	1,895	-	1,895	367
Income from subsidiary	78,653	-	78,653	-
	<u>80,548</u>	<u>-</u>	<u>80,548</u>	<u>367</u>

The retained profits of Bookmark Reading Trading Limited for the period ending 31 August 2020 of £78,653 (2019: £nil) were donated to Bookmark Reading Charity in the form of a Gift Aid donation.

### 4 NET INCOME FOR THE PERIOD

	Unrestricted £	Restricted £	17 months 2020 £	16 months to 2019 £
This is stated after charging:				
Depreciation	12,802	-	12,802	3,167
Amortisation	81,614	-	81,614	-
Independent Examiner's Fee	-	-	-	2,500
Audit Fee	7,200	-	7,200	-



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 5 COST OF RAISING FUNDS

	Unrestricted	Restricted	17 months to 2020	16 months To 2019
	£	£	£	£
Staff costs	75,969	-	75,969	53,397
Legal & professional	11,940	-	11,940	15,540
Marketing	239	-	239	1,651
Premises and IT costs	19,825	-	19,825	7,546
Fundraising costs	110,960	-	110,960	1,109
Other costs	102	-	102	140
Shared costs (finance, marketing and central costs)	19,069	-	19,069	7,079
	<u>238,104</u>	<u>-</u>	<u>238,104</u>	<u>86,462</u>

### 6 CHARITABLE EXPENDITURE

	Unrestricted	Restricted	17 months to 2020	16 months to 2019
	£	£	£	£
Staff costs	513,843	89,808	603,651	164,425
Programme and volunteer costs	51,632	11,477	63,109	23,787
Legal & professional	21,850	3,300	25,150	14,570
Marketing	9,676	-	9,676	17,911
Premises and IT costs	304,540	3,150	307,690	33,941
Other costs	995	-	995	341
Shared costs (finance, marketing and central costs)	362,306	-	362,306	134,497
	<u>1,264,842</u>	<u>107,735</u>	<u>1,372,577</u>	<u>389,472</u>

### 7 ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Unrestricted	Restricted	17 months to 2020	16 months to 2019
	£	£	£	£
Training costs	-	-	-	60
Legal & professional	795	-	795	17,902
Other costs	59	-	59	17
Auditors remuneration	7,200	-	7,200	-
Other financial services	2,400	-	2,400	6,600
	<u>10,454</u>	<u>-</u>	<u>10,454</u>	<u>24,579</u>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 8 STAFF COSTS AND NUMBERS

	Unrestricted £	Restricted £	17 months to 2020 £	16 months to 2019 £
<b>Fundraising</b>				
Salaries	66,366	-	66,366	36,780
Social Security	5,989	-	5,989	3,564
Penison costs	2,006	-	2,006	1,232
	<u>74,360</u>	<u>-</u>	<u>74,360</u>	<u>41,476</u>
<b>Charitable Activities</b>				
Salaries	448,924	79,332	528,256	142,753
Social Security	44,192	7,621	51,813	15,340
Penison costs	15,813	2,855	18,669	4,589
	<u>508,929</u>	<u>89,808</u>	<u>598,738</u>	<u>162,683</u>
<b>Shared Salaries</b>				
Salaries	238,548	-	238,548	91,661
Social Security	22,238	-	22,238	5,886
Penison costs	9,313	-	9,313	3,760
	<u>270,099</u>	<u>-</u>	<u>270,099</u>	<u>101,307</u>
<b>Total</b>	<u>853,389</u>	<u>89,808</u>	<u>943,197</u>	<u>305,565</u>

The average number of full time equivalent employees (excluding Trustees) was:

	2020	2019
Fundraising	1	-
Charitable Activities	12	3
Shared Personnel	3	1
	<u>16</u>	<u>4</u>

The number of employees whose emoluments (salaries, wages and benefits in kind but excluding compensation for loss of office) for the 17 month period to 31 August 2020 fell within the following bands was as follows:

	2020 £	2019 £
£70,000 - £80,000	-	1
£90,000 - £100,000	<u>3</u>	<u>-</u>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

The key management personnel of the Charity comprise the Chief Executive Officer, the Chief Technical Officer, the Chief Financial Officer, the Head of Marketing and Communications and the Chief Operating Officer. The total employee benefits of the key management personnel of the Charity for the 17 month period to 31 August 2020 were £296,292 (2019: £176,542).

The Charity is supported by volunteers who receive no remuneration.

No Trustee has received remuneration during the period. The details of reimbursement of Trustees' expenses is included within Note 20.

### 9 CORPORATION TAX

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

### 10 INTANGIBLE FIXED ASSETS

	Software Assets	Assets under Construction	Total
	£	£	£
<b>Cost</b>			
At 1 April 2019	-	125,700	125,700
Additions	74,200	102,800	177,000
Transfers to asset	228,500	(228,500)	-
Disposals	(66,875)	-	(66,875)
<b>At 31 August 2020</b>	<b>235,825</b>	<b>-</b>	<b>235,825</b>
<b>Depreciation</b>			
At 1 April 2019	-	-	-
Charge for the period	81,614	-	81,614
Disposals	(20,037)	-	(20,037)
<b>At 31 August 2020</b>	<b>61,577</b>	<b>-</b>	<b>61,577</b>
<b>Net book value</b>			
At 31 March 2019	-	125,700	125,700
<b>At 31 August 2020</b>	<b>174,248</b>	<b>-</b>	<b>174,248</b>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 11 TANGIBLE FIXED ASSETS

	Office Equipment £	IT Equipment £	Total £
<b>Cost</b>			
At 1 April 2019	-	12,255	12,255
Additions	3,927	18,239	22,166
<b>At 31 August 2020</b>	<b>3,927</b>	<b>30,494</b>	<b>34,421</b>
<b>Depreciation</b>			
At 1 April 2019	-	3,167	3,167
Charge for the period	1,439	11,363	12,802
<b>At 31 August 2020</b>	<b>1,439</b>	<b>14,530</b>	<b>15,969</b>
<b>Net book value</b>			
At 31 March 2019	-	9,088	9,088
<b>At 31 August 2020</b>	<b>2,488</b>	<b>15,964</b>	<b>18,452</b>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 12 INVESTMENTS

	2020 £	2019 £
Investment in subsidiary	1	1

The wholly owned subsidiary, Bookmark Reading Trading Limited, is a company registered in England and Wales. It is used to operate the non-charitable activities of Bookmark Reading Charity.

Bookmark Reading Trading Limited has only one share of £1 in issue, which is held by Bookmark Reading Charity.

The activities and results of Bookmark Reading Trading Limited were:

	2020 £	2019 £
Turnover	76,108	4,663
Administrative expenses	(1,105)	(966)
Interest receivable	16	1
Interest payable and similar charges	(13)	(1)
Corporation tax	703	(753)
Retained profit for period	75,709	2,944

At 31 August 2020, Bookmark Reading Trading Limited had the following assets and liabilities:

	2020 £	2019 £
Debtors	1,145	387
Cash at bank and in hand	77,769	11,411
Creditors: Amounts due within one year	(78,913)	(8,853)
	1	2,945
Share capital	1	1
Reserves	-	2,944
	1	2,945

Consolidated accounts for Bookmark Reading Charity have not been prepared as the investment is not deemed to be material.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 13 DEBTORS

	2020	2019
	£	£
Trade debtors	11	-
Prepayments	21,051	15,901
Accrued income	2,914	5,067
Other debtors	-	3,604
Amounts owed by related parties	74,956	-
	<b>98,932</b>	<b>24,572</b>

Accrued income relates to grants, contracts and fundraising which the Charity is entitled to before the period end but which were received after the period end.

### 14 CREDITORS – amounts falling due within one year

	2020	2019
	£	£
Trade creditors	11,592	7,386
Accruals	17,073	11,539
Deferred income	51,450	12,189
Taxation and social security	19,457	9,423
Pensions contributions	4,929	1,893
	<b>104,501</b>	<b>42,430</b>

Deferred income includes £50,000 received in relation to grants received before the period end, which relate to activities that are due to take place after the period end. Recognition of these grants would only commence once the activity relating to the grant has also commenced, in accordance with terms of the agreement between the charity and the grant-maker.

The remaining deferred income of £1,450 (2019: £12,189) relates to donations received before the period end for a charitable event due to take place after the period end. These donations would only be recognised once the event has taken place or when the Charity was authorised to do so by the donor and would otherwise be repaid on demand if the event did not take place.

### 15 ANALYSIS OF UNRESTRICTED FUND MOVEMENTS

	Balance 1 April 2019 £	Incoming resources £	Resources expended £	Balance 31 August 2020 £
Name of Fund				
General fund	243,200	1,843,133	(1,513,400)	572,933
	<b>243,200</b>	<b>1,843,133</b>	<b>(1,513,400)</b>	<b>572,933</b>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 16 ANALYSIS OF RESTRICTED FUND MOVEMENTS

Name of Fund	Balance 1 April 2019 £	Incoming resources £	Resources expended £	Balance 31 August 2020 £
Literacy Capital grant	-	8,010	(6,210)	1,800
Rank Group Foundation – emergency grant	-	750	(750)	-
Wandsworth grant	-	7,217	-	7,217
CVC Support grant	-	25,000	(25,000)	-
Bridgepoint grant	-	25,000	(25,000)	-
Headsets fund	-	2,795	(536)	2,259
London Community Relief fund	-	24,277	(24,277)	-
The Big Give fund	-	100,000	(25,962)	74,038
	-	193,049	(107,735)	85,314

### 17 CAPITAL

The Company does not have a share capital as it is limited by guarantee. Each of the Members is a guarantor to the extent of £1 in the event of the Company being wound up whilst they are Members, in respect of debts and liabilities contracted before they ceased to be a Member. There were 3 Members at 31 August 2020 (3 Members at 31 March 2019).

### 18 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted funds £	31 August 2020 £	31 March 2019 £
Intangible fixed assets	174,248	-	174,248	125,700
Tangible fixed assets	18,452	-	18,452	9,088
Investments	1	-	1	1
Cash at bank and in hand	385,801	85,314	471,115	126,269
Other net (liabilities)/assets	(5,569)	-	(5,569)	(17,858)
	572,933	85,314	658,247	243,200

### 19 CAPITAL COMMITMENTS

At 31 August 2020 the Charity had total capital commitments of £nil (2019: £4,800) relating to the intangible software development costs either contracted or authorised by the Trustees.

At 31 August 2020 the Charity had total operating lease commitments of £35,172 (2019: £nil) relating to the lease of the Charity's office building and a photocopier.

The amount of non-cancellable operating lease payments recognised as an expense during the year was £149,089 (2019: £33,017)





## NOTES TO THE FINANCIAL STATEMENTS (continued)

### 20 TRUSTEES EXPENSES AND REMUNERATION

The Charity Trustees are not remunerated. During the period Trustee, Sharon Pindar (2019: no trustee), received reimbursement of expenses of £2,523 (2019: £nil). These reimbursed expenses relate to charity events, as well as other small consumable items. No other Trustees were reimbursed expenses during the period.

### 21 RELATED PARTY TRANSACTIONS

During the period, the charity received £550,223 (2019: £nil) from Literacy Capital plc in the form of corporate donations, grants and payments for charity events. Literacy Capital plc is a company in which P Pindar, spouse of Trustee S Pindar, is a director. Of this amount, a total of £9,213 (2019: £nil) was restricted income and £541,010 (2019: £nil) was unrestricted income.

During the period, the charity received £87,400 (2019: £nil) from P Pindar in the form of Gift Aid donations. P Pindar is the spouse of Trustee, S Pindar.

During the period, the charity received £78,653 (2019: £nil) from its subsidiary, Bookmark Reading Trading Limited, in the form of a Gift Aid donation. The subsidiary is wholly owned. At the year end, the amount owed to the charity by Bookmark Reading Trading Limited was £74,956 (2019: £nil), which is included within debtors.

During the period, the charity received £13,930 (2019: £nil) from Trustee, S Pindar, in the form of Gift Aid donations.

During the period, the charity received £510 (2019: £nil) from Trustee, P Fletcher, in the form of regular monthly donations.

During the period, the charity received £300 (2019: £nil) from A Pindar, the son of Trustee, S Pindar, in the form of a payment for a charity event.

During the period, the charity received £5 (2019: £nil) from R Pindar, the son of Trustee, S Pindar, in the form of a donation.

The charity paid a total of £8,767 to E Bowen, the daughter of Trustee, S Pindar, in the form of wages paid during the course of her employment with the charity over the period. The wages payments are considered to have been made at standard rates, in the ordinary course of the charity's activities.

### 22 Post balance sheet events

The Charity received a donation of £335,213 from a corporate donor on the 18th September 2020.