

**Registered number: 04385537**  
**Charity number: 1092698**

**The Centre for Literacy in Primary Education**  
**(A Company Limited by Guarantee)**

**Trustees' Report and Financial Statements**

**For the Year Ended 31 August 2022**

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**The Centre for Literacy in Primary Education  
(A Company Limited by Guarantee)**

**Reference and Administrative Details of the Charity, its Trustees and Advisers**

**For the Year Ended 31 August 2022**

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**Trustees**

Sonja Afzal  
Antonia Byatt  
Elizabeth Catford  
Jackie Gillan  
Beverley Greathead – Vice Chair of Trustees and Chair of the Operations Committee from 01/09/22  
Ramon Kaur  
Catherine Rose – Chair of Trustees from 01/09/22  
Justin Shinebourne - Chair of Finance Committee from 01/09/22  
Valerie Todd  
Cecilia Weiler  
Ronnie Woods  
Rukhsana Yasmin

**Company registered number**

04385537

**Charity registered number**

1092698

**Registered office**

Webber Street  
London  
SE1 8QW

**Company secretary**

Rachel Doran (appointed on 12 January 2022)

**Chief executive officer**

Louise Johns-Shepherd

**Independent auditor**

Goldwins Limited  
75 Maygrove Road  
London  
NW6 2EG

**The Centre for Literacy in Primary Education  
(A Company Limited by Guarantee)**

**Reference and Administrative Details (continued)**

**For the Year Ended 31 August 2022**

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**Bankers**

The Co-operative Bank plc  
PO Box 101  
1 Balloon Street  
Manchester  
M60 4EP

Barclays Bank plc  
53 The Broadway  
London  
W5 5JS

Santander Business Banking  
Bridle Road  
Bootle  
Liverpool  
L30 4GB

**Solicitors**

Bates Wells  
10 Queen Street Place  
London  
EC4R 1BE

## **Trustees Report**

**For the Year Ended 31 August 2022**

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The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their annual report together with the audited financial statements of the charity for the year ended 31 August 2022. 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) and update Bulletin 2 (effective 1 January 2019).

Since the charity 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.

### **Catherine Rose, Chair of Trustees**

2022 marks the fiftieth year of CLPE's existence and the 2021-2 financial year was one of looking back and looking forward. We built on what we had learnt about online learning and CPD during the pandemic and were proud to launch our new, comprehensive online programme which provides additional content and another route for schools to access our work. More schools, in more places than ever before can now take part in our CPD, in our poetry and picture book work and benefit from our research. As the restrictions of the pandemic were lifted we moved back to delivering our training face to face again and we were also pleased that we were able to deliver two CLIPPA shows in one year – the delayed 2021 CLIPPA took place at Cheltenham Festival in October 21 and the 2022 CLIPPA returned to a large space in the Queen Elizabeth Hall at the Southbank in July.

This was also a year with goodbyes and hellos. Our long-standing Centre Manager, Maria Deady retired at the end of 2021 and we welcomed a new Centre Manager, Ghazanfar Ajaz in January 2022. Maria was responsible for overseeing so many positive changes to our building, not least the refurbishment of the Literacy Library in 2018 and we are so grateful for her contribution during her time at CLPE.

In the summer of 2021, we welcomed four new members of our board: Lizzie Catford, Ramon Kaur, Sonia Afzal and Valerie Todd. We are so pleased that they have chosen to share their expertise and knowledge with us. We also said goodbye to four long-standing Trustees who have made an enormous contribution to CLPE. Caroline Pidgeon, Elaine McQuade, Ali Mawle and Nicky Parker all came to the end of their Trustee terms of office. We are very sad to say goodbye, but we want to thank them for all the hours of support that they have given our charity. Every one of these trustees has been instrumental in the development of CLPE helping us to expand and develop our work and building in new and innovative ways.

Nicky Parker served as our Chair of Trustees since 2016 and we are extremely grateful for the leadership she has shown us through a period of growth and then uncertainty when the pandemic hit. Nicky brought her tremendous experience in publishing and the importance of children's rights to her role and we benefited from her interest in the long term power of children's fiction and picture books to broaden horizons, develop empathy and inspire young people to stand up and make a difference.

Elaine McQuade has had a very long association with CLPE and most recently served as our Vice Chair of Trustees for many years. Elaine brought us unique insights about the publishing industry from her long career in children's publishing and supported our strategic development, board development and helped us to develop our marketing and brand in a positive and strategic way.

Caroline Pidgeon was originally appointed to our Board under our arrangement with Southwark Council and then joined us in her own right when her council term ended. Caroline is currently an elected Member of the London Assembly and has been key to helping us negotiate the political landscape and helping us to ask probing and strategic questions.

Ali Mawle is Director of Cheltenham Festivals and brought this experience as well as her experience as Head of Schools at the National Gallery and as a primary teacher, literacy advisor, Deputy Head Teacher and ITE tutor. Ali was instrumental in our long-standing partnership with Cheltenham Festival and has helped us to reach school audiences across the regions with her strategic advice.

We would like to thank them all for their support and commitment over many years – including through the process of appointing and mentoring new members of our board who will be able to build on their tremendous examples

## **Trustees Report**

**For the Year Ended 31 August 2022**

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of leadership as we move forward into the next 50 years.

I was delighted to be elected to the position of Chair of Trustees with effect from September 2022 alongside Beverley Greathead who was elected to the position of Vice-Chair of Trustees. We are both excited to have this opportunity and are committed to ensuring all children benefit from the absolute best literacy teaching which encourages a lifelong love of reading and writing.

We are looking forward to the future of CLPE, as an Arts Council National Portfolio Organisation and as a key player in the literacy teaching landscape. We are pleased to share our impact report with you and proud of the ways in which our research, our resources and our training continue to impact on literacy teaching across the country ensuring that all children benefit from our work.

### **Our Team**

The CLPE team is made up of teachers, librarians, communicators, project managers and administrators from a range of backgrounds working together in a beautiful old school building in the very middle of London. All our teaching team have recent classroom and leadership experience and they use this to support their research, writing and development of all our courses and materials. We now have a staff of 19 people in full and part time positions as well as a wider team of Associate Teachers working with us around the country. We have 20 Associate Schools who are beacons of practice across England where schools can visit and see CLPE practice thriving. We have a wider team of associates working with us to support the delivery of our extended programme, fundraise, research and support our marketing and communications work. We continue to build partnerships with likeminded organisations ensuring our work and research is disseminated and communicated as widely as possible. In September 2021 we restructured our staff to ensure that we can fully respond to the needs of the sectors we work with and within as we move forward to deliver our Strategic Plan.

### **Our Trustees**

We are a charity and governed by a board of trustees. Our trustees meet three times a year as an entire board, and we have two committees: Finance & HR Committee and Operations Committee. Trustees also form smaller, time limited special project committees to support the implementation of our strategic plan and to take forward particular projects. Our Trustees are committed to ensuring that we have the full range of skills and knowledge on our board and work to ensure we are implementing the principles of good governance and working as an effective board. Our board worked with agility during the time of the pandemic, meeting more frequently and regularly reviewing finance and activity as well as planning for stability in a time of change. We have been keen to ensure that our work is guided by delivering our Strategic Plan and Trustees worked with the staff to ensure that our organisation and staffing is fit for purpose as we move forward to future years and on our strategic priorities as we prepared our charity to apply for Arts Council National Portfolio Organisation status.

### **CLPE Trustees**

Sonja Afzal - appointed on 12 January 2022

Antonia Byatt

Elizabeth Catford - appointed on 12 January 2022

Jackie Gillan – Chair of Finance Committee until 31/08/22

Beverley Greathead

Ramon Kaur - appointed on 12 January 2022

Ali Mawle

Elaine McQuade – Vice Chair of Trustees until 31/08/22

Caroline Pidgeon

Nicky Parker – Chair of Trustees until 31/08/22

Catherine Rose – Chair of Trustees from 01/09/22

Justin Shinebourne

Valerie Todd - appointed on 12 January 2022

Cecilia Weiler

Ronnie Woods

Rukhsana Yasmin

Company Secretary: Rachel Doran (Finance & Operations Director)

### **2021-2022 – Review of the Year and Impact**

#### **Louise Johns-Shepherd, Chief Executive.**

A key priority for CLPE during this year has been to review our strategic plan as the world emerged from the

**Trustees Report**

**For the Year Ended 31 August 2022**

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pandemic and to ensure our organisation continues to work in the best way possible for the needs of our beneficiaries. We were pleased to submit our bid to become a National Portfolio Organisation to Arts Council England in May 2022, presenting a Strategic Development Plan which built on what we had learnt during the time of the pandemic and on our work and legacy as a nationally significant cultural organisation. We have built a comprehensive online learning programme which complements our traditional face to face programme and continue to undertake research and produce resources that we know schools and the publishing community have come to rely on. These include our Reflecting Realities research and our Back-to-School resources. Our leadership team have focussed on the challenges of managing our charity as we embrace hybrid working and the cost of living pressures. At the beginning of the year, we implemented a restructure of our team to ensure we were working to our strategic priorities in the most effective way. We have invested in ensuring our information technology works practically in a hybrid environment and that we have the capability in our building to support our webinar programme and hybrid meetings. We were also planning forward for our 50<sup>th</sup> birthday in 2022/3 and were pleased to appoint four new patrons from the world of children's books.

**Our purpose and our mission**

The Centre for Literacy in Primary Education (CLPE) is a UK based charity that has been leading thinking and practice in the teaching of literacy in primary schools for 50 years. Our work raises the achievement of children's reading and writing by helping schools to teach literacy creatively and effectively, putting quality children's books at the heart of all learning. We run professional development courses and research programmes at our literacy library in central London, deliver online training and provide a wide range of free teaching resources for primary school teachers.

We want to improve the life chances of children by ensuring that every child has access to quality experiences of literacy and that all teachers have the knowledge and resources to support children become confident, happy and enthusiastic readers and writers, with all the benefits this brings.

**Our Teacher Training and Development Programmes:**

CLPE's Continuing Professional Development (CPD) and training for primary schools provides a whole school approach to literacy teaching. Designed to give teachers access to a wide range of strategies, resources and creative ideas to teach literacy effectively and improve outcomes for children. In 2021-22:

- **452** teachers attended a face-to-face training course
- **670** books given away as part of CLPE training programmes
- **99%** of respondents rated our face-to-face training as effective
- **99%** of respondents would recommend our face-to-face training to someone else
- **2130** attendees on our online training programme
- **97%** of respondents rated our online training as effective
- **97%** of respondents would recommend our online training to someone else

*This training was full of useful, relevant information and delivered by a confident professional who has tested and tried all the strategies they recommend. On top of this, everything is research based.*

**Joshua Freeland, New City Primary School, 2021-2**

*This course was fantastic I enjoyed every moment, I would highly recommend. It was delivered in such a captivating way and the library is beautiful and inspiring. Every talking point was meaningful there wasn't a second wasted, it was also lovely that there were many moments to share and hear others experiences.*

**Participant on Phonics in a Rich Reading Curriculum 2021-22**

## **Trustees Report**

**For the Year Ended 31 August 2022**

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### **CLPE's Power of Reading Training and School Membership:**

CLPE's research around the importance of using quality texts as the basis for English planning and quality teaching and to provide reflective professional development is embodied in our flagship training programme, The Power of Reading.

The programme supports schools to build a curriculum for English based on high quality children's literature, raising engagement and attainment for all children in oracy, reading and writing. In 2021-22:

- **259** teachers attended Power of Reading training
- **1173** books given to schools as part of the training programme
- **97%** of teachers have improved their own subject knowledge
- **100%** of respondents would recommend our Power of Reading training to someone else
- **100%** of teachers reported that the programme improved children's engagement in reading
- **89%** of teachers reported that the programme raised children's attainment in reading
- **94%** of teachers reported children choosing to read more independently in school
- **89%** of teachers reported that the programme improved children's engagement in writing
- **1610** schools with a CLPE website membership
- **325** book recommendations and teaching plans available to members
- **90** home learning resources to support continuity of learning outside the classroom
- **18** CLPE Associate Schools highlighting how to use the programme to build an effective English Curriculum

*What we love is the opportunity to immerse the children into a book so thoroughly, giving ample time to work through the different teaching approaches; developing children's empathy for the characters; writing for different purposes and the cross-curricular links. Speaking and listening expectations are taught explicitly through a range of approaches such as hot seating, book talk, reader's theatre etc. The plans offer the stretch and challenge needed for children to make real, embedded progress. Vocabulary development is huge, with children in the class coming in this year with such a deficit. This has plugged lots of those gaps.*

**Lucy Challand, Associate Headteacher, Sydenham Primary School, Warwickshire, 2021-2**

*I would recommend CLPE Power of Reading teaching sequences to every teacher. I have found that very young children are engaged in their learning from the start and can't wait for the next lesson.*

**Lorraine Haugh, Year 1 Teacher, Our Lady of Muswell RC Primary School, London Borough of Haringey, 2021-2**

### **The Power of Pictures research programme**

CLPE's Power of Pictures programme and resources support teachers in developing an understanding of the importance of visual literacy in developing readers, the importance of illustration as a way of developing writing and the craft of picture book creation to develop children's engagement and attainment in literacy. It was originally devised by CLPE's Charlotte Hacking and author/illustrator and CLPE Patron, Ed Vere in 2013.

In September 2021, the findings from the Education Endowment Foundation (EEF) Randomised Control Trial of The Power of Pictures programme, investigating the impact of arts-based learning on academic outcomes were published. The results revealed progress in outcomes for literacy for children who took part in the project and evidence of a link between creativity and drawing and writing.

- **101** schools and **2674** pupils were involved in the trial
- **+1 month** progress in writing scores
- **+1 month** additional progress in writing scores for pupils eligible for Free School Meals (FSM)
- **+2 months** progress in writing self-efficacy
- **+2 months** progress in writing creativity (ideation)

*Power of Pictures really stood out as being quite an engaging way for those children that are disadvantaged... They don't enjoy reading. They don't enjoy writing... It was really appealing that using picturebooks to improve comprehension, and improve their understanding and writing could really make a difference.*

**SLT Member, Power of Pictures RCT Case Study School, 2021-2**

*My teaching of story structure and ideation has improved and I feel better placed to guide children through the whole writing process to produce better texts. The children are proud of their work, inspired, more confident in their ideation and creation. They are thinking from the mindset of an author.*

**Project Teacher, Year 5, Power of Pictures RCT Case Study School, 2021-2**

### **Closing the Vocabulary Gap research programme**

The project, in partnership with the Dolly Parton Imagination Library UK, aims to improve outcomes for young



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**For the Year Ended 31 August 2022**

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children in literacy by developing teacher subject and pedagogic knowledge of how texts can support the development of communication, language and literacy in the early years and by ensuring children have access to books in their school and home environment. The final outcomes of the research will be published in 2023-24. In 2021-22:

- **30** schools, **90** teachers and **over 3000** children involved in in Tower Hamlets, Hackney and Camden involved in the research
- **1081** children received a book per month at home as part of the Closing the Vocabulary Gap research project
- **100%** of teachers rated the project effective
- **100%** reported that they gained understanding in how to use quality children's literature and teaching approaches to develop language and vocabulary and raise engagement and attainment in reading and writing;
- **90%** of schools reported increases in the number of pupils demonstrating positive attitudes to reading

*It has supported our teachers in developing a more exciting curriculum for our children in EYFS and invigorated their approach to teaching reading and writing.*

**Project Headteacher, Mercers Closing the Vocabulary Gap Research Project, 2021-2**

*Thank you for continuing to champion children and the rich culture of storytelling, reading, and writing that we have. I hope that there will come a time when a balanced literacy curriculum and pedagogy that the CLPE highlights is integrated and embedded in schools across the country.*

**Project Teacher, Mercers Closing the Vocabulary Gap Research Project, 2021-2**

**Reflecting Realities**

The Reflecting Realities report, identifies and evaluates representation within picture books, fiction and non-fiction for ages 3–11 and provides a benchmark to track and understand progress and a toolkit to support both producers and consumers of children's literature to be more critically reflective in the move towards a more inclusive future.

Alongside the publication of the report, CLPE have received funding from Paul Hamlyn Foundation to deliver a 3-year research project bringing quality representative literature into the classroom to investigate the impact this has on children's literacy outcomes. The final outcomes of the research will be published in 2024-25.

- **4** Annual Reflecting Realities Reports produced
- **884** books processed for the Reflecting Realities Survey during 2021-22
- **10** schools, **30** teachers and **900** children involved in CLPE's Reflecting Realities in the Classroom Research Programme during 2021-22

*Reflecting Realities means exactly that. Ensuring that our imagined stories – regardless of genre and theme – include a diverse range of children who are living in our real world.*

**Sharna Jackson, Author, 2021-2**

*Everyone involved in publishing and beyond — from concept to press, librarians to booksellers — is responsible for evaluating the quality of a book's ethnic minority representation and its overall content. The CLPE's Degrees of Erasure offers practical guidance to hone this critiquing process so book-industry professionals and educators don't need to head-scratch when evaluating books for themselves.*

**Fabia Turner, founder of the Jericho Prize, 2021-2**

**Trustees Report**

**For the Year Ended 31 August 2022**

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**The CLPE Poetry Award, The CLiPPA**

CLPE is the National Poetry Centre for Primary Schools. As part of this role, we run the CLiPPA – the only award presented solely for published children's poetry. As part of the award, we also operate a school shadowing scheme to engage teachers and children with the collections shortlisted for the annual prize, giving winning schools the opportunity to perform on stage with the shortlisted poets at the prestigious award show, which is also livestreamed to wider audiences. In 2021-22:

- **5** poetry collections involving **6** poets were shortlisted for the award.
- **190** schools shadowed the CLiPPA
- **67** new poet videos were produced to support children's engagement with poetry in the classroom.
- **5** new Teaching sequences were written for the 5 shortlisted titles to support the teaching of poetry in the classroom.
- **782** audience members watched the live award show at the Southbank Centre

*At Swaffield, we have found the CLiPPA Shadowing Scheme to be a brilliant way for our whole school community to engage with and deliver performance poetry. It provides us with everything needed to expose children and teachers to excellent material from both well-known and new poets. It offers new and exciting material spanning a wide range of poetic devices and gives us all the resources to deliver it in a fresh and dynamic way across the entire school.*

**Jean Bennett, Year 6 Teacher, Swaffield Primary School, 2021-2**

*Being shortlisted for the CLiPPA and being involved in all the activity around the award has provided me with a much larger platform and audience for my work than I'd have normally had, as well as an invaluable opportunity to work alongside other poets and writers. I've seen the impact on school visit bookings as well as sales of my shortlisted collections. It's great to have the videos and resources to recommend to schools, and it's always fantastic to see the impact of the shadowing scheme and to meet the winning schools.*

**Matt Goodfellow, CLiPPA Shortlisted Poet, 2021 and 2022**

**Raising the profile of quality children's literature**

At CLPE, we want to develop close working relationships with key partners and publishers, to become the bridge between schools and high-quality books. Our Literacy Library and Corebooks selections highlight the best of children's literature for the curriculum and book provision, curated by our librarian and expert teaching team.

We work with a range of children's publishers and partners to produce teaching notes, promote high-quality books, host book launches and curate Literacy Library Presents events, as well as our librarian recommending books through the *Phoebe's Picks* Instagram videos and booklists. In 2021-22:

- **60** new free teaching resources were created to support the use of books in the classroom
- **18** new free teaching resources were created to support books shortlisted for major awards
- **7** book events took place to promote the use of quality literature
- **22** Authors, illustrators and poets partnered with us in our work
- **358** books were given away to schools as part of promotions and competitions

*Working with CLPE is always a joy. Their creativity and enthusiasm for brilliant children's books is infectious. We've worked with CLPE for a number of years now on various teaching resources, and the material they produce is always excellent and incredibly in-depth.*

**Sarah Kimmelman, Andersen Press, 2021-2**

*Working with the CLPE is such a joy and a pleasure. The team have such passion, combined with a powerful depth of knowledge and expertise. Our values are very closely aligned and the impact they have on teaching practice and thus children's experience of quality literature is a true force for good – both educationally, but also in life outcomes.*

**Jo Humphreys-Davies and Peter Smith, Walker Books, 2021-2**

## **Trustees Report**

**For the Year Ended 31 August 2022**

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### **Public benefit**

The Charity has had regard to the Charity Commission's guidance on public benefit. We work to improve the life chances of children by ensuring that every child has access to quality experiences of literacy and that all teachers have the knowledge and resources to support children become confident, happy and enthusiastic readers and writers, with all the benefits this brings. We help schools to teach literacy in the most effective way. Our training and resources are all based on credible research and on the principles of effective continuing professional development.

All the money we make from our training courses and materials is used to add to our free resources, fund research and find out more about how to support children's developing literacy.

We've continued to work with First Story, Driver Youth Trust and the Fair Education Alliance, as part of a Literacy Advocacy Group to bring together key literacy organisations to make the case for future and further government funding for support for teachers and develop a manifesto for change.

We have also maintained and developed partnerships with independent booksellers including Letterbox Library and Peter's Books as well as giving away more than 350 books to primary schools through our competitions and #FridayGiveaways.

### **Plans for future periods**

In order to ensure our sustainability and to make sure that we can continue to offer a range of high quality professional development to teachers, our plan is to continue to offer a full programme of online training alongside our face to face training, and to focus on making our Membership programme a value for money access route to all our resources for schools, that are continuously updated with our latest research findings. Our online programme and our Membership supports schools to access our services in an affordable way when the current economic landscape stretches school budgets and makes attendance at face to face training challenging.

We were pleased to be recognised as a National Portfolio Organisation by Arts Council England and we plan to build on this recognition with our research into the importance of inclusive children's books, the significance of picture books to developing literacy and our renowned work highlighting children's poetry.

Core funding from ACE and other trusts and foundations will help us to ensure we can maintain the quality of our free resources and to subsidise our activities so that we can avoid price increases if possible. We continue to benefit from funding for our research programmes in Early Language and inclusive literature and are planning new research projects to support our work in the future. This funding for research ensures we can continue to add to our expert knowledge and disseminate that new knowledge to our community of Schools, Teachers and Partners.

### **Financial Review**

The pandemic caused a sudden halt in the demand for face to face CPD and this exacerbated a trend that we were beginning to see before 2020. We were already considering online training as a response and have built an affordable and flexible programme over the last two years. The online offer has now become a permanent part of our programme and is a significant proportion of our income. We have been supported with funding from ALCS and the Arts Council in support of our annual poetry award, from the Mercer's Foundation for our Improving Vocabulary project and Paul Hamlyn Foundation and the Arts Council for our work on Reflecting Realities in Children's Literature.

Training income has not returned to pre-pandemic amounts but the charity has earned a greater proportion of its total income in 2021/22 than the prior two years, given the support from the Government and Funders throughout the pandemic. This year, fees for attending our training and from our educational resources were 75% of total income (2020/21: 63%), income generated from grant funding, donations and sponsorship were 19% (2020/21: 33%) and income from rent and hire fees generated from our Centre were 5% (2020/21: 3%).

CLPE continues to follow demand from our beneficiaries by shifting focus between our service streams. Each has very different direct cost structures, which means that financial forecasting and operational planning include a higher degree of complexity and uncertainty than previous years. We will continue to deliver our services in line with our strategic plan, which is focused on rebuilding reserves over the next 3 years, by seeking support from charitable organisations while we grow our Membership offer to help CLPE again be self-funding. Our successful bid for funding as a National Portfolio Organisation for Arts Council England will support us greatly in this aim.

## **Trustees Report**

**For the Year Ended 31 August 2022**

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Unrestricted reserves have fallen below the target operating reserve level by £97k. Due to the continuing shift in our activities, we have considered whether there is an impairment of any of our asset values but identified none.

### **Going concern**

The Trustees are confident that the charity is a going concern on the basis that the organisation can continue to meet its obligations for the foreseeable future. Trustees receive the finance reports each term, and consider major dependencies and potential mitigations within the risk assessment reviewed at each meeting.

### **Investment Policy**

The charity's funds are expected to be spent in the medium term, so there are no funds held in investments. CLPE is placing available cash into short term savings accounts to benefit from interest rates that have started to improve after being very low for a number of years.

### **Reserves Policy**

This policy is reviewed regularly in line with our strategic plan. The current total reserves stand at £315k, £84k of which is restricted for use on three ongoing funded projects.

In deciding the level of reserves that the charity needs to hold, the trustees consider what the reserves are represented by in terms of net assets, and therefore what funds are freely available to spend on any of the charity's purposes. The Trustees consider the funds freely available to spend, to be limited to the net value of assets and liabilities that represent cash, or are readily converted into cash. On this basis, cash funds available exceed our total reserves, therefore the Trustees consider the full £315k total reserves are available funds.

Taking into account the resources needed for working capital to cope with fluctuations in cash flow, and an assessment of the major risks to which the charity is exposed, the Trustees have determined that an appropriate level of funds to designate as an operating cost reserve should be broadly equivalent to 3 months operating costs plus a further 3 months' rent. As at 31 August 2022 this equates to £328k. Current unrestricted reserves of £231k are below the targeted operating cost reserve. The Trustees consider that this is a satisfactory position and that CLPE is able to weather the continuing uncertainties of the coming financial year. This policy is reviewed regularly in line with our strategic plan, which is focused on rebuilding reserves over the next 3 years, after potentially dipping further into them in 2023.

## **Structure, Governance and Management**

### **Recruitment and Appointment of Trustees**

There are 12 Trustees for the charity who share their extensive expertise from backgrounds in education, publishing, finance, law and local government to support the work of the charity. Trustees reviewed the skills, knowledge and expertise of the board as well as the committee structure to ensure that the board is fit for purpose to deliver the new plan. In 2021, aware that long serving trustees were coming to the end of their terms, we implemented a strategy of careful succession planning. We adjusted our Articles to allow us to appoint 16 trustees and temporarily increased the number of trustees from 12 to 16. This ensured that new trustees can be mentored appropriately before long-serving trustees finish their terms. 4 new trustees were appointed with skills and experience that widen the Boards combined skill sets in the areas of communications, marketing, HR and publishing. We were also keen to ensure that our board reflected the diversity of our nation and worked hard to ensure that we recruited new trustees from a diverse range of backgrounds. Our long-standing Chair and Vice-Chair came to the end of their terms at the end of this year and the board undertook a process of application, interview and appointment resulting in two new appointments with effect from the 1st September 2022.

### **Risk Management**

Throughout this year, the Board of Trustees has conducted a regular review of the major risks to which the charity is exposed. A risk register is discussed at every committee and full meeting and updated as a consequence of these discussions. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. While we continue to benefit from support from Funding enabling CLPE to maintain and improve our services, this is identified as a risk as the availability of Funding can be inconsistent. In the current climate for charities and schools, our plan to be fully self-sustaining is expected to take a further two to three years. Internal control risks are minimised by adherence to our Manual of Authorities. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The

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**Trustees Report**

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risk assessment, and procedures for mitigating health and safety considerations, were expanded to cover risks associated with the pandemic.

**Organisational Structure**

The Charitable Trust was set up in November 2001 when the organisation was transferred from Local Education Authority (LEA) control.

CLPE is a registered charity and a company limited by guarantee. Its registered office is as shown on page 1. It is governed by its Articles of Association. The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Articles of Association.

The CLPE has a Board of Trustees that meets each term, and there is also a Finance and HR committee and an Operations and Evaluation Committee.

Trustees are provided with an induction pack which includes the Articles of the Company, information about the duties and responsibilities of charity trustees and further information from the Charities Commission.

There are currently 12 Trustees with a variety of professional backgrounds relevant to the work of the charity.

There are special projects groups convened by the board to develop various projects and the longer term strategy. These groups are advisory rather than a decision making bodies but do have terms of reference agreed by the full trustee board and report to the full trustee meetings.

Day to day responsibility for the provision of the services rests with the Chief Executive along with the Senior Leadership Team. This is guided by a Manual of Authorities which is reviewed annually.

The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Senior Leadership Team has responsibility for the day-to-day operational management of the Centre, income generation and individual supervision and development of the staff team.

**Responsibilities of Trustees**

The Trustees (who are the directors of The Centre for Literacy in Primary Education for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these 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 charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

**Trustees Report**

**For the Year Ended 31 August 2022**

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**Statement of disclosure of information to auditors**

The Trustees have confirmed that, so far as they are aware, there is no relevant audit information of which the Company's auditors are unaware, and that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

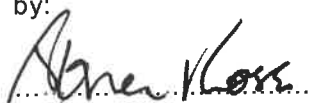
**Preparation of the report**

This report of the Trustees has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

**Auditors**

The trustees have appointed Goldwins as their auditors. Goldwins have accepted this appointment under Section 485 of the Companies Act 2006.

This report was approved and authorised for issue by the Trustees on 22 Feb 2023 and signed on their behalf by:



**Catherine Rose**  
**Chair of Trustees**

### Opinion

We have audited the financial statements of The Centre for Literacy in Primary Education (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 2022 and of its income and expenditure 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 United Kingdom, including the Financial Reporting Council'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

In auditing the financial statements, we have concluded that the director's 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 significant doubt on the charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors 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 trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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' 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 [have] been prepared in accordance with applicable legal requirements.

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

In the light of our 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 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; 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 charity 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 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 charitable 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. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.



### **Capability of the audit in detecting irregularities**

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 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 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Anthony Epton*

.....  
**Anthony Epton (Senior Statutory Auditor)**  
**for and on behalf of**  
**Goldwins Limited**  
**Statutory Auditor**  
**Chartered Accountants**  
**75 Maygrove Road**  
**West Hampstead**  
**London NW6 2EG**

Date: 28 February 2023

**The Centre for Literacy in Primary Education**  
**(A Company Limited by Guarantee)**

**Statement of Financial Activities**  
**(Incorporating Income and Expenditure Account)**

**For the Year Ended 31 August 2022**

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations	2	24,628	10,000	34,628	312,745
Charitable activities	3	1,031,695	230,916	1,262,611	1,036,657
Other trading activities	4	69,029	-	69,029	45,619
Investments	5	640	-	640	199
<b>Total income</b>		<b>1,125,992</b>	<b>240,916</b>	<b>1,366,908</b>	<b>1,395,220</b>
<b>Expenditure on:</b>					
Charitable activities	6	1,263,010	232,607	1,495,617	1,352,817
<b>Total expenditure</b>		<b>1,263,010</b>	<b>232,607</b>	<b>1,495,617</b>	<b>1,352,817</b>
<b>Net movement in funds</b>		<b>(137,018)</b>	<b>8,309</b>	<b>(128,709)</b>	<b>42,403</b>
<b>Reconciliation of funds:</b>	17				
Total funds brought forward		368,124	75,783	443,907	401,504
<b>Total funds carried forward</b>		<b>231,106</b>	<b>84,092</b>	<b>315,198</b>	<b>443,907</b>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

**The Centre for Literacy in Primary Education**  
(A Company Limited by Guarantee)

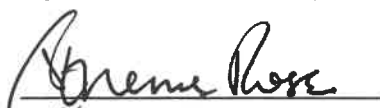
**Balance Sheet**

**As at 31 August 2022**

	Note	£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	11		151,343		215,499
Intangible assets	12		68,460		92,622
			<b>219,803</b>		<b>308,121</b>
<b>Current assets:</b>					
Stocks	13	15,891		18,558	
Debtors	14	109,368		112,920	
Cash at bank and in hand		418,684		642,101	
		<b>543,943</b>		<b>773,579</b>	
<b>Creditors: amounts falling due within one year</b>	15	<b>(410,215)</b>		<b>(589,460)</b>	
<b>Net current assets</b>			<b>133,728</b>		<b>184,119</b>
Creditors: amounts falling due after one year	16		<b>(38,333)</b>		<b>(48,333)</b>
<b>Total net assets</b>			<b>315,198</b>		<b>443,907</b>
<b>Charity Funds</b>	17				
Restricted funds			84,092		75,783
Unrestricted funds			231,106		368,124
<b>Total funds</b>			<b>315,198</b>		<b>443,907</b>

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 22 February 2023 and signed on their behalf, by:

  
Catherine Rose  
Chair of Trustees

The attached notes form part of these financial statements.

**Company registration number: 04385537**

**The Centre for Literacy in Primary Education**  
**(A Company Limited by Guarantee)**

**Statement of Cash Flows**

**For the Year Ended 31 August 2022**

	<b>Note</b>	<b>2022 £</b>	<b>2021 £</b>
<b>Cash flows from operating activities</b>			
Net cash (used in)/provided by operating activities	<b>19</b>	<b>(214,057)</b>	<b>294,622</b>
<b>Cash flows from investing activities:</b>			
Cash flows from interest		640	199
Purchase of tangible fixed assets		-	(13,336)
Purchase of intangible fixed assets		-	(96,649)
<b>Net cash used in investing activities</b>		<b>640</b>	<b>(109,786)</b>
<b>Cash flows from financing activities:</b>			
Cash inflows from new borrowing		-	-
Repayments of borrowing		(10,000)	(1,667)
<b>Cash provided by / (used in) financing activities</b>		<b>(10,000)</b>	<b>(1,667)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(223,417)</b>	<b>183,169</b>
Cash and cash equivalents brought forward		642,101	458,932
<b>Cash and cash equivalents carried forward</b>	<b>20</b>	<b>418,684</b>	<b>642,101</b>

**1. Accounting Policies**

**1.1 Basis of preparation of financial statements**

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 (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.

The Centre for Literacy in Primary Education 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.

**1.2 Company status**

The charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**1.3 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.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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 costs 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.

#### **1.4 Income**

All income is recognised once the charity has an entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time of the Friends is not recognised and refer to the Trustees' Report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Bank interest is included when receivable.

Income from charitable trading activity is accounted for when earned.

Income from grants where related to performance and specific deliverable is accounted for as the charity earns the right to consideration by its performance.

#### **1.5 Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities, they have been allocated on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity.

Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities and Governance costs are costs incurred on the charity's educational operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**Notes to the Financial Statements**

**For the Year Ended 31 August 2022**

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**1.6 Fixed assets and depreciation  
Tangible fixed assets**

All assets costing more than £500 are capitalised.

Tangible fixed assets are carried at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold improvements	-	20% (5 years) Straight line with nil residual value.
Library	-	12.50% (8 years) Straight line with nil residual value.
Furniture and fittings	-	20% (5 years) Straight line with nil residual value.
Computers and equipment	-	25% (4 years) Straight line with nil residual value.

**1.7 Intangible assets**

Website development costs are capitalised as intangible assets only when the following criteria are met: (i) it is technically feasible to complete the product so it will be available to use; (ii) management intends to complete the product or sell it; (iii) there is ability to use or sell the product; (iv) it can be demonstrated how the software product will generate future economic benefits; (v) the expenditure attributable to the product during its development can be measured reliably. Website development costs are amortised over their useful economic life of 4 years.

**1.8 Operating leases**

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the period until the date the rent is expected to be adjusted to the prevailing market rate.

**1.9 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**1.10 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

**1.11 Debtors**

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

**1.12 Cash at Bank and in hand**

Cash at bank and 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.

### **1.13 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

### **1.14 Pensions**

Staff up to 2008-09 were eligible for membership of the Local Government Pension Scheme (LGPS), administered by the London Borough of Southwark, which acts as an Administering Authority. The scheme was closed to new staff during that year. The Local Government Pension Scheme was a defined benefit scheme based on final pensionable salary, but from The Centre for Literacy in Primary Education's perspective became a defined contribution scheme during 2013-14. Pension costs charged in the Statement of Financial Activities represent the contributions recommended by the independent actuary and payable by the charity in the year.

Staff not in the Local Government Pension Scheme are eligible for inclusion in a defined contribution scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the scheme.

### **1.15 Critical accounting estimates and areas of judgment**

In the application of the Company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amounts 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. Depreciation and accruals are the areas which give rise to judgement and estimates.



Notes to the Financial Statements  
For the Year Ended 31 August 2022

2. Income from donations

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
CLIPPA Awards	-	10,000	10,000	10,000
Funding	24,628	-	24,628	302,745
<b>Total donations</b>	<b>24,628</b>	<b>10,000</b>	<b>34,628</b>	<b>312,745</b>
<i>Total 2021</i>	<i>111,703</i>	<i>201,042</i>	<i>312,745</i>	

3. Income from charitable activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Power of Reading	747,852	-	747,852	623,787
Courses and conferences	165,575	-	165,575	183,024
Funded projects	-	230,916	230,916	153,076
Cross sector work	58,897	-	58,897	28,338
School CPD	55,205	-	55,205	43,827
Publications	4,166	-	4,166	4,605
	<b>1,031,695</b>	<b>230,916</b>	<b>1,262,611</b>	<b>1,036,657</b>
<i>Total 2021</i>	<i>883,581</i>	<i>153,076</i>	<i>1,036,657</i>	

4. Income from other trading activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Premises income	69,029	-	69,029	45,619
<b>Total income from other trading income</b>	<b>69,029</b>	<b>-</b>	<b>69,029</b>	<b>45,619</b>
<i>Total 2021</i>	<i>45,619</i>	<i>-</i>	<i>45,619</i>	

5. Income from investments

**The Centre for Literacy in Primary Education**  
**(A Company Limited by Guarantee)**

**Notes to the Financial Statements**  
**For the Year Ended 31 August 2022**

	<b>Unrestricted funds 2022 £</b>	<b>Restricted funds 2022 £</b>	<b>Total funds 2022 £</b>	<b>Total funds 2021 £</b>
Bank interest receivable	<b>640</b>	<b>-</b>	<b>640</b>	<b>199</b>
<i>Total 2021</i>	<b>199</b>	<b>-</b>	<b>199</b>	

**6. Analysis of resources expended by activities**

	<b>Direct costs 2022 £</b>	<b>Staff costs 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Awards & Donations	4,591	12,595	13,137	30,323	286,064
Funded projects	121,444	96,163	15,000	232,607	171,305
Courses and conferences	29,612	84,678	88,321	202,611	179,940
Power of Reading	39,972	382,466	398,919	821,357	603,284
Cross sector work	7,330	30,121	31,417	68,868	26,671
School CPD	5,039	28,233	29,448	62,720	39,608
Publication sales	611	2,131	2,222	4,964	5,734
Expenditure on trading activities: Cost of generating Premises Income	43	35,303	36,821	72,167	40,211
<b>Total</b>	<b>208,642</b>	<b>671,690</b>	<b>615,285</b>	<b>1,495,617</b>	<b>1,352,817</b>

**The Centre for Literacy in Primary Education  
(A Company Limited by Guarantee)**

**Notes to the Financial Statements**

**For the Year Ended 31 August 2022**

**7. Support costs**

	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
Legal and professional	1,713	13
Rent	79,614	61,506
Telephone	5,853	6,491
IT costs	30,368	42,200
Light and heat	13,531	7,495
Rates	6,392	1,797
Insurance	12,155	9,405
Other premises costs	29,292	76,930
Cleaning	12,156	5,790
Security	7,020	1,196
Publicity and marketing	74,616	57,585
Printing, postage and stationery	13,741	9,503
Bank charges	570	947
Other operating costs	6,334	5,812
Wages and salaries	191,146	172,749
Depreciation	88,319	92,597
Governance costs (note 8)	42,465	36,040
<b>Total</b>	<b>615,285</b>	<b>588,056</b>

The basis of allocation for support costs is according to staff time spent on projects as well as actual expenses incurred.

**8. Governance costs**

	<b>Unrestricted funds 2022</b>	<b>Total funds 2021</b>
	<b>£</b>	<b>£</b>
Auditor's remuneration	9,881	9,783
Reimbursement of Trustees' expenses	919	-
Wages and salaries	30,369	21,368
Other costs	1,296	4,889
<b>Total</b>	<b>42,465</b>	<b>36,040</b>

**The Centre for Literacy in Primary Education**  
**(A Company Limited by Guarantee)**

**Notes to the Financial Statements**  
**For the Year Ended 31 August 2022**

**9. Net income/(expenditure)**

This is stated after charging:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Depreciation of tangible fixed assets:		
- owned by the charity	64,156	66,779
Amortisation of intangible fixed assets	24,162	13,971
Auditor's remuneration - audit	8,333	8,333
Operating lease rentals	<u>79,614</u>	<u>61,506</u>

During the year, no trustee received any remuneration (2021 - £Nil). During the year, no trustee received any benefits in kind (2021 - £Nil). During the year, two trustees received reimbursement of expenses of £919 (2021 - Nil).

**10. Staff costs**

Staff costs were as follows:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	740,852	642,480
Social security costs	74,965	61,329
Other pension costs	<u>47,418</u>	<u>55,068</u>
<b>Total</b>	<b><u>863,235</u></b>	<b><u>758,877</u></b>

The average number of persons employed by the charity during the year was as follows:

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
Educational staff	7	7
Support staff	14	13
<b>Total</b>	<b><u>21</u></b>	<b><u>20</u></b>

The number of higher-paid employees was:

	<b>2022</b>	<b>2021</b>
	<b>No.</b>	<b>No.</b>
In the band £60,000 - £69,999	2	-
In the band £70,000 - £79,999	-	1
In the band £80,000 - £89,999	<u>1</u>	<u>-</u>

Key management personnel comprises of four (2021: six) members of senior management and the Chief Executive. The total benefits received by key management personnel in the year amounted to £361,444 (2021: £361,998).

The Centre for Literacy in Primary Education  
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Notes to the Financial Statements  
For the Year Ended 31 August 2022

11. Tangible fixed assets

	Leasehold improvements £	Library £	Furniture and fittings £	Computers and equipment £	Total £
<b>Cost or valuation</b>					
At the start of the year	139,221	254,121	35,795	77,706	506,843
Disposals	-	-	-	(11,160)	(11,160)
<b>At the end of the year</b>	<b>139,221</b>	<b>254,121</b>	<b>35,795</b>	<b>66,546</b>	<b>495,683</b>
<b>Depreciation</b>					
At the start of the year	111,922	91,503	28,572	59,347	291,344
Charge for the year	22,901	31,765	2,316	7,174	64,156
Eliminated on disposal	-	-	-	(11,160)	(11,160)
<b>At the end of the year</b>	<b>134,823</b>	<b>123,268</b>	<b>30,888</b>	<b>55,361</b>	<b>344,340</b>
<b>Net book value</b>					
<b>At the end of the year</b>	<b>4,398</b>	<b>130,853</b>	<b>4,907</b>	<b>11,185</b>	<b>151,343</b>
<i>At the start of the year</i>	<i>27,299</i>	<i>162,618</i>	<i>7,223</i>	<i>18,359</i>	<i>215,499</i>

Notes to the Financial Statements  
For the Year Ended 31 August 2022

12. Intangible Fixed Assets

	Website & App development £	Total £
<b>Cost or valuation</b>		
At the start of the year	108,449	108,449
<b>At the end of the year</b>	<b>108,449</b>	<b>108,449</b>
<b>Depreciation</b>		
At the start of the year	15,827	15,827
Charge for the year	24,162	24,162
<b>At the end of the year</b>	<b>39,989</b>	<b>39,989</b>
<b>Net book value</b>		
At the end of the year	<b>68,460</b>	<b>68,460</b>
<i>At the start of the year</i>	<i>92,622</i>	<i>92,622</i>

13. Stocks

	2022 £	2021 £
Books stock	<b>15,891</b>	<b>18,558</b>

14. Debtors

	2022 £	2021 £
Trade debtors	55,936	62,906
Other debtors	2,934	-
Prepayments and accrued income	50,498	50,014
<b>Total</b>	<b>109,368</b>	<b>112,920</b>

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**Notes to the Financial Statements**

**For the Year Ended 31 August 2022**

**15. Creditors: Amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	82,041	101,606
Other taxation and social security	21,733	33,836
Other creditors	11,589	27,823
Accruals and deferred income	294,852	426,195
<b>Total</b>	<b>410,215</b>	<b>589,460</b>

**Deferred income**

	<b>£</b>
Deferred income at the start of the year	315,332
Amounts released from previous years	(315,332)
Amount deferred in the year	284,510

**Deferred income at the end of the year**

**284,510**

Deferred income comprises invoiced or received in the year relating to services to be provided in the next financial year.

**16. Creditors: Amounts falling after one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Bank loan	38,333	48,333
<b>Total</b>	<b>38,333</b>	<b>48,333</b>

Notes to the Financial Statements  
For the Year Ended 31 August 2022

17. Statement of funds

Statement of funds - current year

	Balance at the start of the year £	Income £	Expenditure £	Transfers in/(out) £	Balance at the end of the year £
<b>Unrestricted funds:</b>					
<u>Designated funds</u>					
Operating Cost Reserve	312,000	-	-	16,000	328,000
<u>General funds</u>					
General reserves	56,124	1,125,992	(1,263,010)	(16,000)	(96,894)
<b>Total unrestricted funds</b>	<b>368,124</b>	<b>1,125,992</b>	<b>(1,263,010)</b>	<b>-</b>	<b>231,106</b>
<b>Restricted funds:</b>					
Improving Vocabulary	62,286	91,910	(78,847)	-	75,349
Reflecting Realities 2021	5,646	-	(5,646)	-	-
Reflecting Realities Survey 2022	-	27,796	(23,936)	-	3,860
Reflecting Realities in the Classroom	-	96,360	(96,360)	-	-
CLIPPA 2021	7,851	-	(7,851)	-	-
CLIPPA 2022	-	24,850	(19,967)	-	4,883
<b>Total restricted funds</b>	<b>75,783</b>	<b>240,916</b>	<b>(232,607)</b>	<b>-</b>	<b>84,092</b>
<b>Total funds</b>	<b>443,907</b>	<b>1,366,908</b>	<b>(1,495,617)</b>	<b>-</b>	<b>315,198</b>

**Designated Funds**

The operating cost reserve represents amounts set aside to provide financial stability should CLPE suffer unexpected events, losses of income or large unbudgeted expenses. It is calculated in line with the Reserves Policy, at 3 months operating costs plus a further 3 months rent.

**Restricted Funds**

The Reflecting Realities project is anticipated to be ongoing. The 2021 and 2022 Surveys have been funded by Arts Council England.

Reflecting Realities in the Classroom is a 3 year programme funded by the Paul Hamlyn Foundation.

The CLIPPA is an award for published poetry for children in the UK. For the 2021 and 2022 award Funding was received from The Authors Licensing and Collection Society and Arts Council England.

Improving Vocabulary is an annual programme, in partnership with Dolly Parton's Imagination Library. It is funded by the Charity of Sir Richard Whittington, which is administered by The Mercers' Foundation. It is expected to run for 3 years.



**The Centre for Literacy in Primary Education**  
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**Notes to the Financial Statements**

**For the Year Ended 31 August 2022**

**Statement of funds - prior year**

	Balance at the start of the year £	Income £	Expenditure £	Transfers in/(out) £	Balance at the end of the year £
<i>Unrestricted funds:</i>					
<i>Designated funds</i>					
Operating Cost Reserve	312,000	-	-	-	312,000
<i>General funds</i>					
General reserves	741	1,041,102	(985,719)	-	56,124
<b>Total unrestricted funds</b>	<b>312,741</b>	<b>1,041,102</b>	<b>(985,719)</b>	<b>-</b>	<b>368,124</b>
<i>Restricted funds:</i>					
Reflecting Realities 2020	10,071	-	(10,071)	-	-
CLIPPA 2020	14,242	-	(14,242)	-	-
Improving Vocabulary	64,450	91,910	(94,074)	-	62,286
Reflecting Realities 2021	-	29,996	(24,350)	-	5,646
CLIPPA 2021	-	29,950	(22,099)	-	7,851
Culture Recovery Fund	-	191,042	(191,042)	-	-
Poetry in the Primary Classroom	-	11,220	(11,220)	-	-
<b>Total restricted funds</b>	<b>88,763</b>	<b>354,118</b>	<b>(367,098)</b>	<b>-</b>	<b>75,783</b>
<b>Total funds</b>	<b>401,504</b>	<b>1,395,220</b>	<b>(1,352,817)</b>	<b>-</b>	<b>443,907</b>

**18. Analysis of net assets between funds**

**Analysis of net assets between funds – current year**

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	151,343	-	151,343
Intangible fixed assets	68,460	-	68,460
Current assets	459,851	84,092	543,943
Creditors due within one year	(410,215)	-	(410,215)
Creditors due after one year	(38,333)	-	(38,333)
<b>Total</b>	<b>231,106</b>	<b>84,092</b>	<b>315,198</b>

Notes to the Financial Statements  
For the Year Ended 31 August 2022

18. Analysis of net assets between funds

*Analysis of net assets between funds – prior year*

	Unrestricted funds	Restricted funds	Total funds
	2021	2021	2021
	£	£	£
Tangible fixed assets	215,499	-	215,499
Intangible fixed assets	92,622	-	92,622
Current assets	697,796	75,783	773,579
Creditors due within one year	(589,460)	-	(589,460)
Creditors due after one year	(48,333)	-	(48,333)
Total	368,124	75,783	443,907

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£	£
Net expenditure for the year (as per the Statement of Financial Activities)	(128,709)	42,403
<b>Adjustment for:</b>		
Depreciation	88,318	80,750
Disposals of fixed assets	-	11,847
Interest, rent and dividends from investments	(640)	(199)
Increase/(decrease) in stock	2,667	8,776
(Increase)/decrease in debtors	3,552	30,023
Increase/(decrease) in creditors	(179,245)	121,022
<b>Net cash (used in)/provided by operating activities</b>	<b>(214,057)</b>	<b>294,622</b>

20. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	418,684	642,101
Total	418,684	642,101

21. Pension commitments

The charity's employees belong to one of two pension schemes: The Pension Trust scheme (PT) for academic and related staff and, for non-teaching staff. The Local Government Pension Scheme (LGPS) for non teaching staff. Both The LGPS scheme and The PT scheme are defined contribution schemes.

Contributions amounting to £1,580 were payable to the LGPS at 31 August 2022 (2021: £1,042) and no contributions were payable to the PT as at 31 August 2022 (2021: £5,759). All amounts are included within creditors at the year-end.

21. Pension commitments (continued)

### **Local Government Pension Scheme**

The Local Government Pension Scheme (LGPS) is a funded defined-contribution scheme, with the assets held in separate trustee-administered funds.

Since 1 April 2014, the London Borough of Southwark has introduced a policy whereby Centre for Literacy in Primary Education's pension risk as an admitted body is underwritten by London Borough of Southwark. Centre for Literacy in Primary Education's contribution rate has been fixed at the rate certified by the 2010 triennial actuarial valuation for as long as the charity remains an employer in the fund. As the Council is now taking responsibility for any deficits and the charity has a fixed contribution rate, the scheme is now a defined contribution scheme for accounting purposes.

The agreed contribution rates for future years are 24.1% of pensionable pay for CLPE in respect of future accrual of benefits for active members. For employees, contributions are dependent on the level of their full-time equivalent salary ranging from 5.5% to 10%.

The total contribution made for the year ended 2022 was £6,300 (2021: £12,342), of which employer's contributions totalled £5,093 (2021: £9,812) and employees' contributions totalled £1,207 (2021: £2,530).

### **The Pension Trust Scheme**

The Pension Trust Scheme (PT) is a defined contribution scheme.

The employer's contribution rates during the year were 6%. The employees' contribution rates during the year were 5%.

The total contribution made for the year ended 2022 was £77,140 (2021: £61,149), of which employer's contributions totalled £42,325 (2021: £34,058) and employees' contributions totalled £34,815 (2021: £27,091).

## **22. Operating lease commitments**

At the year-end, the total of Charity's future minimum lease payments under non-cancellable operating leases was:

	<b>Land and buildings</b>		<b>Other</b>	
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Amounts payable:</b>				
Within 1 year	115,916	115,916	5,536	6,676
Between 1 and 5 years	463,664	463,664	5,746	14,018
After more than 5 years	1,632,484	1,738,740	-	-
<b>Total</b>	<b>2,212,604</b>	<b>2,318,320</b>	<b>11,282</b>	<b>20,694</b>

**23. Related party transactions**

One Trustee is nominated by the London Borough of Southwark, as outlined in The Centre for Literacy in Primary Education's Articles of Association.