



(A company limited by guarantee)

# Report and financial statements

**For the year ended  
31 March 2025**

Charity Number (England & Wales): 1016532  
Charity Number (Scotland): SC040779  
Company number: 02752456



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# Legal and administrative information

- Charity number (England and Wales): 1016532
- Charity number (Scotland): SC040779
- Company number: 02752456

The National Deaf Children's Society (a company limited by guarantee).

## Board of trustees

- Dominic Holton (chair)
- Jennie Rayson (to 2 November 2024) (vice chair to 2 November 2024)
- Lesley Lindberg (vice chair from 2 November 2024)
- George Crockford (treasurer to 29 May 2025)
- Luke Kelly (deputy treasurer to 17 July 2025, then treasurer from 17 July 2025)
- Suzanne Beese (to 17 July 2025)
- Altaf Kassam
- Felicity Preacher
- Damian Proctor
- Jan Rutherford
- Katharine Stocks
- Lorraine Wapling
- Emily Beardshall (from 2 November 2024)

**Chief Executive:** Susan Daniels OBE (to 18 July 2025), Jane Foreman (Interim CEO from 18 July to 29 September 2025), George Crockford (from 29 September 2025)

**Auditor:** Crowe U.K. LLP, 2nd Floor, 55 Ludgate Hill, London EC4M 7JW

**Solicitors:** Bates Wells London LLP, 10 Queen Street Place, London EC4R 1BE

**Bankers:** National Westminster Bank plc, 55 Kensington High Street, London W8 5EQ

**Principal and registered office:** 5th Floor, 167– 169 Great Portland Street, London W1W 5PF

# Report of the Directors for the year ended 31 March 2025

The trustees (who are the directors) of the National Deaf Children's Society have pleasure in presenting their report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts, and comply with the charity's governing document, the Charities Act 2011, and 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, published on 16 July 2014.

We operate in England, Northern Ireland, Scotland, Wales and the Channel Islands, and undertake international work. We have completed a strategic review of our international work and further detail can be found under our achievements and impact.

## Our aims and objectives

The charity's objectives are to further the education of and to relieve the needs of deaf children.

Our organisational values were approved by trustees in 2023, based on audience research, staff workshops, agile principles and alignment with our new strategy. These values support our strategic direction. and alignment with our new strategy. These values support our strategic direction.

In 2024, we recognised the need for a comprehensive brand review to ensure our identity matched our future ambitions. The brand review aimed to create an inspiring brand that would help the charity significantly impact the early years, establish consistent messaging for our main audiences, and boost engagement with families of deaf children. This led to the development of messaging for our key audiences; a new visual identity plus a new vision and ambition.

### Vision

A world where anything is possible for deaf children.

### Ambition

That nothing holds deaf children back.



## Public benefit

The achievement of these long-term aims drives our objectives and activity programme.

In order to respond to the needs of deaf children and their families, we undertake research and engagement with deaf children, their families and professionals to help ensure our work is driven by data, evidence and insight. This means we can make sure that our work continues to deliver the most benefit against our charitable aims.

The trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

## Strategic report

We launched a 5-year strategy in April 2023, soon after the financial year began. Our strategy is structured using objectives and key results (OKRs). OKRs help answer 2 critical questions: where we want to go (the objective) and how we'll know when we get there (the key results).

The strategy reflects our drive to prioritise initiatives that achieve the greatest impact and provide the greatest value to our beneficiaries, and to ensure our work is as effective as possible.

Our overall strategic aim is to reach 100% of deaf children and families who need us. To achieve this aim, we need to positively impact the lives of deaf children right from the start and embed this in our priorities.

The strategy focuses our work around 4 objectives:

- early years impact
- information and advice
- in the community
- international

We also have 2 enablers:

- place to be
- money matters

As we reflect on the past year, we are proud of the significant strides we've made in supporting deaf children and their families. The achievements of 2024/25 have demonstrated our commitment, innovation and the collective effort of our dedicated workforce and volunteers. With each step, we have aimed to bring about meaningful change and ensure that every deaf child receives the support they need.

After laying the foundations of our strategy in 2023/24, which involved building our capability and understanding our customers' needs, our strategic implementation in 2024/25 has accelerated significantly.

Our discovery work around our community objective has influenced significant transformation, beginning with the development of the community connector model and our Community Grants Programme. Both initiatives have progressed swiftly. We have also established the groundwork for a national volunteering infrastructure.

We have made substantial progress in collaborating with public bodies to improve audiology services following systemic failures across the UK. In England, the partnerships we have built and the opportunity to influence the future of these services represent a landmark achievement, thanks to the exceptional efforts of our staff.

In 2024/25, we ended all previous international partnerships and communicated our decisions regarding our work with partners in India and Kenya thoughtfully and transparently to all relevant stakeholders. For each project, we implemented a tailored exit plan that encompassed comprehensive documentation and evaluation processes. Our goal was to conclude these initiatives on a constructive note, and we proactively engaged with our partners to ensure they were the first to receive updates regarding our strategic direction.

We are now focused on implementing our new approach of supporting the introduction of newborn hearing screening and family-centred support in low-to middle-income countries. We are actively exploring opportunities for policy development with a small pipeline of low to middle income countries; as well as establishing our thought leadership agenda and partnership targets.

As we move into 2025/26, we are poised to build on this momentum with a focus on reaching more families, enhancing services and increasing impact.

# Achievements and impact for deaf children and their families

## Objective 1 – Early years impact

- 100% of parents/carers of deaf children engage with the National Deaf Children's Society within the first year following identification.
- All deaf children are identified as early as possible and receive a timely, high-quality audiology service wherever they live.
- Every local area in the UK protects or increases the number of Teachers of the Deaf to meet the needs of families and deaf children in the early years.

## What we did

Our audience panel was established in May 2023 and consists of a network of parents, carers, professionals, deaf adults and supporters that help shape and improve our services. In 2024/25, the panel created 186 engagement opportunities. The valuable insights of our panel members have helped ensure we remain relevant to our customers and has shaped the direction of priority projects, deepened our understanding of families' experiences and challenges, improved user experience and strengthened confidence in decision-making.

We continued to deliver services for families of deaf children aged 0 to 16. 434 people attended over 35 different online information and advice sessions. Some people attended multiple sessions and we had a total of 720 attendees across all our events. The online sessions brought in 142 new members to the National Deaf Children's Society.

In 2024/25, we hosted 33 one-to-one Family Sign Language (FSL) courses and 4 group courses for families of deaf children aged 0 to 5, reaching a total of 327 families. This resulted in 128 new members joining the National Deaf Children's Society.

We launched a 6-week pilot of the First Signs, First Stories course to introduce families of deaf children aged 0 to 2 to British Sign Language (BSL) through storytelling. The course successfully engaged its intended audience and according to evaluation survey data, effectively supported participants in learning signs and getting useful tips for reading with their child.

During October 2024, we partnered with Cadbury for a heartwarming Halloween campaign featuring influencer Tilly and her daughter, Ada. The film highlighted Ada's joy as she discovered her neighbours had learned Halloween-themed BSL, making her feel more included on her first ever trick-or-treating evening. The campaign encouraged people to visit the Sign with Fingers hub to learn key Halloween phrases in BSL and offered a 'BSL-friendly' poster for display. The campaign created over 170 pieces of press and media coverage mentioning

our name, with over 49,000 people viewing our social media posts, generating more than 2,700 engagements.

### **Teachers of the Deaf**

We've captured insights, feedback and lived experience of accessing a Teacher of the Deaf from over 400 parents and deaf young people. This has provided us with both qualitative and quantitative insights for our influencing work in each nation of the UK, for example, the Department for Education's end-to-end review of special educational needs and disabilities (SEND) in Northern Ireland and the continued debate on SEND reforms in England, with a white paper expected in autumn 2025.

### **Audiology**

Unfortunately, across the UK deaf children are not receiving timely, high quality paediatric audiology services. There have been significant failings in Scotland and England, which have led to children's deafness not being identified as it should have been following newborn hearing screening.

To address this, we have been working with public bodies to drive long-term, systemic change. We have a seat on NHS England's Paediatric Hearing Services Improvement Programme Board, which is addressing these failings. This national initiative is looking at every paediatric audiology service in England to make improvements to practice, and ensure that children whose deafness may have been missed or misdiagnosed are recalled for further assessment. We have played a leading role on patient lived experience, sharing the experiences of deaf children and their families to influence tangible improvements to practice.

In Scotland, we are a critical friend, ensuring the Scottish Government implements the recommendations of the Independent Review of Audiology Services in Scotland. In Wales, we are members of the new National Audiology Board and we have also developed relationships with public bodies in Northern Ireland.

To reach deaf children and their families as early as possible in their journey, audiology referrals and signposting are key. Our patient lived experience work is an important opportunity to drive this forward, and we have developed and adapted an advice and guidance officer role to support families proactively, particularly where audiology services have missed or misdiagnosed deaf children.



## Objective 2 – Information and advice

- We have transformed our customer journey to meet our customers where they are.
- We have enabled our customers to confidently navigate their journey, providing information and advice which meets their specific needs.
- We will innovate and utilise digital technology to increase our reach and relevance.

## What we did

### Digital projects

In early 2024, we launched the MyNDCS app which provides valuable resources to help educate and inform parents of deaf children, their families and the professionals that work with them. From 1 April to 31 March 2025, the app was downloaded to 4,692 devices. In a user survey conducted in December 2024, 92% of parents who downloaded the app said they would recommend it to others.

In December, we collaborated with specialists from Quantum Black, the AI division of McKinsey, who generously provided pro bono support to develop an AI assistant for our public helpline. The AI assistant supports helpline staff, enabling them to answer more customer queries during the initial call. The AI assistant has also automated administrative processes by summarising and formatting case notes, creating referral records on our CRM system and generating follow-up emails for parents or carers. It has been estimated that the AI assistant will increase capacity by saving up to 30 minutes per customer call, while delivering a more effective and efficient service to our customers.

The redevelopment of our website has progressed smoothly and we have been working closely with design and technology partners. In December, NEC Digital conducted user research and testing sessions with our customers, collaborating with us to develop a content design, site structure, key user journeys and a user interface for the new website. From January 2025, Manifesto began building the site based on NEC's designs.

### Advice and guidance

In 2024/25, our Helpline, advice and guidance officers (AGOs) and education appeals specialists have been instrumental in offering support to families. Our AGOs supported families through 1,562 active cases and our education appeals specialists supported 253 cases. Over 95% of the cases we supported over the year resulted in either successful or part successful outcomes.

The Helpline has responded to more than 1,770 calls, 320 live chats and 710 email interactions. Of the Helpline users that responded to our survey, 94% said they were satisfied or very satisfied with the support they received.

As one family shared:



“The National Deaf Children’s Society has been absolutely incredible. When we needed it the most, they have provided fantastic support to our family, which has led to a successful outcome for our son. Not only have they provided professional services, but they have been kind, compassionate and understanding. Thank you for everything you do for deaf children and their families.”



Advice and guidance officers also supported families in their local communities, attending over 180 events in 2024/25.

### **Objective 3 – In the community**

- Transform our delivery model to reach more families through a strong community of local partners and volunteers.
- Support a parent-led community, working together with parents to co-create solutions that meet the needs of future generations.
- Share knowledge and expertise generously, facilitating connections with partners to benefit our community and families.

### **What we did**

In October 2024, we launched our Community Grants Programme and the response has been tremendous. We have distributed £152,000 in grants to 23 successful applications from our local affiliated groups. Successful projects have ranged from sign language classes to those supporting spoken language development.

Influenced by the discovery carried out in early 2024, we established a Connect team and recruited 8 community connectors in a test area across the south-east and south-west of England. Our new connectors, who are all parents of deaf children, have gone through an intensive, bespoke induction programme and are now operating in the heart of their communities. From 24 February 2025 to 30 March 2025, the connectors had 247 interactions with professionals, ranging from introductory emails to in-person, collaborative meetings. They had 30 family interactions and 12 referrals to support families directly. They are identifying gaps in support and investigating how they can positively impact deaf children and their families within their communities.

Local groups build strong family networks, offering friendship, support and activities for deaf children. Across the UK, we have supported 78 local groups, run by parent volunteers. In the past year, we've also focused on developing our volunteer management system (VMS) to better meet customer needs, focusing on induction, peer support, and inclusive outreach.

### Objective 4 – International

- Embed newborn screening and support in a number of targeted countries.
- A scalable, replicable and sustainable model to achieve newborn screening.
- Strong partnerships to support our international work, including donors and change-makers.

### What we did

Since April 2024, Deaf Child Worldwide has been winding down our 6 projects with partners across Kenya, Uganda, India and Bangladesh in line with our Every Moment Counts strategy to focus on the introduction of universal newborn hearing screening in low- to middle-income countries. These projects finished at various stages throughout the last financial year, and resulted in support to 942 children, 1,028 parents of deaf children and 766 professionals working with deaf children and their families. The projects primarily focused on the development of language and communication for deaf children.

We have since handed these projects over to our partners, who will continue including deaf children in their work. These handovers included celebrating achievements with state governments, and we have encouraged and supported our previous partners to seek new relationships so they can continue working in this sector in a sustainable way.

In the past year, we have also concluded our international review. In stage 3 of the review, we developed and refined our model for change. This sets out our new focus on global and national influencing as key activities that will maximise our reach and deliver long-term systemic change. Our model also sets out our selection criteria for countries where we may work, as well as our success and progress indicators. With this criterion, we can prioritise opportunities with a pipeline of countries that do not yet have universal newborn hearing screening. At present, this is a pipeline of 7 promising countries across South-East Asia, South Asia and Africa.

We have also considered our international network, and identified organisations that we think will be key targets for engagement in the future.

### **Enabler 1 – Place to be: We transform how we work to deliver our strategy**

- We have the right workforce, increasing skills and engagement.
- We deliver in a digital workplace.

### **What we did**

In 2023, we started using agile methodologies to strengthen our ability to adapt and respond to the evolving needs of deaf children. It enables us to move at pace, innovate, fail fast and identify then pursue paths to success more quickly. To support this way of working, we embedded a new pay and reward framework that sets out a clear contribution-based structure for our staff, as well as strengthening the employee benefits package.

We enhanced our CRM system for faster, more reliable data processing, streamlined data entry for Supporter Care and Helpline teams, and improved engagement tracking with Children's Hearing Services Working Groups (CHSWGs).

We successfully transitioned our London office to a more cost effective, smaller flexible working space, vacated the Glasgow office, and hosted our first all-staff conference in November 2024, which brought everyone together so we could share our vision for the future.

## **Enabler 2 – Money matters: Optimise our finances to effectively fund our mission**

- Increase our expenditure on deaf children.
- Grow and diversify our income.

### **What we did**

We maintained a high level of unrestricted income from supporters as a result of our continued investment.

Fundraising is essential to allow us to carry out our vital work to support deaf children, young people and their families.

Trustees are extremely grateful to the many individuals, companies, trusts and institutions who supported our work over the year. Our fundraising is supervised in detail by the trustee Finance, Audit and Risk sub-committee, with regular reporting to our full trustee board. Trustees receive copies of all fundraising mailings.

We are active members of the Fundraising Regulator and of the Chartered Institute of Fundraising, and our staff engage widely across the sector to support measures to increase public trust and support.

In 2024/25 we maintained a focus on achieving income growth to meet the funding needs of our strategy and were able to deliver a modest year on year growth of £236,000. Income from our individual supporters continues to provide the vast majority of our funding, and our ability to raise unrestricted funds was particularly important as we continued to develop new services and initiatives to support the delivery of our strategy.

As well as employing our own professional fundraising staff, we use specialist agency support to engage new supporters for our work. The standards we expect from agencies working on our behalf are written into formal contractual obligations and include a requirement to abide by the Code of Fundraising Practice. We have reviewed and strengthened the controls we have in place, as part of our commitment to continuous learning.

We encourage all agencies to be members of the Chartered Institute of Fundraising and be registered with the Fundraising Regulator and we work closely with them to ensure they treat everyone they deal with courteously and professionally.

We are particularly conscious of the need to take care when interacting with individuals who are, or may be, vulnerable and we require all staff and agencies we work with to follow our Ethical Fundraising, and Fundraising and Vulnerable People policies. We also ensure that fundraising agencies' own policies and procedures around vulnerability are consistent with the requirements of our own. Agency staff working on our behalf receive initial and regular ongoing training which ensures they are given detailed



information about the work of the charity, understand the regulations governing professional fundraising, and are equipped with the skills necessary to fundraise responsibly and respectfully.

As part of their scrutiny of our fundraising, trustees review the completed Charity Commission checklist, Charity Fundraising: A guide to trustee duties (CC20) annually. We follow rigorous processes to ensure all complaints and allegations of fraud are recorded and investigated within strict timeframes by a designated staff member, and that any learning is documented and acted upon.

Over the course of the year, we recorded and reviewed 91 potential instances of fraud, of which 8 progressed to a full investigation. Of these, we upheld 5 and reported these to the police via Action Fraud.

Our website outlines our Complaints policy and clearly explains how an individual can complain. We received 436 complaints about our fundraising activity, 426 of which related to our face-to-face supporter recruitment campaigns. To put this in context, our recruiters made contact with an estimated 8 million individuals over the course of the year, giving a complaint rate of one complaint per 14,000 contacts made. Whilst our complaint rate as a percentage of new supporters has increased for the last three years, it remains in line with our longer-term rates. All complaints were handled in line with our Complaints policy, and more than 98% were responded to within our target timescales.

We continue to work closely with the Fundraising Regulator and Chartered Institute of Fundraising, taking all available opportunities to input in consultations and providing information when requested to do so. This has included contributing to the new Code of Fundraising Practice's development and being a member of a Chartered Institute of Fundraising Working Group set up to draft associated guidance. We have introduced additional controls and activities to further strengthen our compliance monitoring and have continued to provide information requests from the Regulator as they complete their report following investigations into fundraising practices.

We received 12 requests to amend communication preferences via the Fundraising Preference Service, all of which were actioned promptly on our database. Detailed complaint and fraud reports covering the above are regularly reviewed by our trustees. As part of our commitment to maintaining high standards, we set targets for the number of face-to-face interactions and outbound telephone calls which are monitored and receive regular reports. A designated compliance officer supports this work and progress is monitored by trustees.

## Looking ahead

As we move into year 3 of our strategy, we have reflected on what has gone well, what our challenges and blockers have been, and course corrected as needed. A strong and talented workforce, aligned to work adaptably and at pace, will progress our delivery of the strategy.

This year is an important one, marking the mid-point of our Every Moment Counts strategy, and it is important that we move to the next level in terms of delivery to realise even more impact. Outlined below are our priorities for the upcoming year.

### Early years impact

#### Our annual objectives

- Improve the experience of families, from the point of identification in audiology services.
- Increase reach and engagement with parents of deaf children in the first year following identification.

#### By the end of the financial year, we want to have achieved the following key results:

- Pilot, evaluate and roll out early intervention advice and guidance officers in audiology services so that we reach more families at the point of identification.
- Significant improvements have been made in paediatric audiology in each nation of the UK around funding/profile, quality and better data as a result of our ongoing influencing work.
- Increase reach and engagement across all our information and advice services, community networks and underserved groups.

### Information and advice

#### Our annual objectives

- Successfully launch our new website to enhance user experience and support our transition to a new delivery model.
- Successfully roll out our brand to enhance our influence, driving reach and engagement.

#### By the end of the financial year, we want to have achieved the following key results:

- Ensure our users are able to find what they need within 3 clicks.
- Ensure our users find the information structure intuitive and easy to understand.
- Ensure our users were able to complete the tasks they visited the website for without asking for help.

- Ensure customer touchpoints (website, social media, customer service) reflect the new brand messaging.

## **In the community**

### **Our annual objectives**

- Expand our transformational community model across the UK reinforced by a dynamic volunteer model.
- Enhance community impact and sustainability through scaling grant-giving and partnership approach.

### **By the end of the financial year, we want to have achieved the following key results:**

- Establish 3 new connect chapters across the UK
- Expand our grant programme with two grant rounds
- Explore opportunities for community partnerships

## **International**

### **Our annual objective:**

- By March 2026, we are recognised as an emerging influence in driving global efforts to support deaf children, focused on the value of newborn hearing screening and family-centred early intervention.

### **By the end of the financial year, we want to have achieved the following key results:**

- Establish and maintain at least 3 strategic partnerships with priority organisations.
- Increase our knowledge of global trends and challenges, and maintain and develop a pipeline of at least 5 prospective countries for potential engagement.

## **Place to be**

### **Our annual objectives**

- Successfully migrate our CRM database to the cloud.
- Progress our future workplace and digital capabilities.
- Rapidly develop new concepts, ideas and prototypes to enable more effective delivery of our strategic priorities and improve our impact.

### **By the end of the financial year, we want to have achieved the following key results:**

- Successfully migrate our CRM to the cloud.
- Replace our recruitment systems with 80% of recruiting managers reporting a better experience.

- Develop a second AI proof of concept based on customer need.
- Develop 4 new concept/prototypes and put them to the test.

## Money matters

### Our annual objectives

- Increase investment in our community model.
- Reduce general reserves through planned expenditure and investment.

### By the end of the financial year, we want to have achieved the following key results:

- Increase charitable expenditure on our new community connector team.
- Increase charitable expenditure on new grants.
- Invest 10% more in recruiting new supporters.

## Membership

A total of 1,745 parent customers registered as members for 2024/25, reflecting continued year-on-year growth since the decline in numbers observed after the Covid pandemic.

Of the 1,745 new parent members:

1. 29% joined via the NHS, 13% via a Teacher of the Deaf, 11% via other education professionals and 11% via search engine
2. 38% signed up via our website, 36% via the MyNDCS app, 12% through events and 9% through our Helpline
3. 51% were parents to a deaf child aged under 5 (born on or after 1 April 2020)
4. 54% were parents of children with moderate, severe or profound bilateral, permanent deafness

## Media, digital and communications

During the last year, we generated well over 1,000 pieces of media coverage in which the National Deaf Children's Society was name-checked. Around a quarter (25%) of our coverage was in national media, allowing us to reach big audiences with our important messages. Key highlights included 250 media mentions about Deaf Awareness Week and over 150 pieces of coverage about our award-winning Sign with Fingers BSL Halloween campaign with our partner Cadbury.

Digital engagement continues to show positive momentum across our social media channels. Social media engagements increased by 20%, rising from 342,084 to 411,320, while our total social media audience grew by 10% to reach 118,967. Audience growth also improved slightly, from 11,104 to 11,416.

The number of digital users fell 6% this year (from 448,077 to 420,368), at least in part attributable to the early impact of AI search, resulting in "zero click" searches as part of changing user behaviour.

## Principal risks and uncertainties

Trustees have agreed and implemented a Risk Management policy.

Key risks are reviewed quarterly by the C-Suite, by the relevant board committee at each committee meeting, and more frequently if required. Mitigating actions are assigned to individuals. These actions reduce the likelihood and/or impact of any detrimental events.

The trustees consider the following to be the key risks facing the organisation.

- **Income drops significantly.** We continue to attract significant numbers of new supporters for our work, and benefit from our existing supporters' steadfast commitment. However, we recognise the impact of the ongoing cost of living crisis on disposable income and continue to monitor supporter income trends closely for any adverse impact. These inform our financial forecasts and planning scenarios. This risk is discussed regularly with trustees, with mechanisms in place for additional reporting if there is cause for concern. Trustees also oversee compliance with fundraising regulations and make sure that fundraising is carried out to high ethical standards.

In 2024 we worked with specialist agency AAW to review the charity's overall fundraising programme, assess the performance of each stream (excluding individual giving), and explore key gaps in the portfolio, considering the potential scale and investment needed for growth. Investment continues in income diversification projects to mitigate the risk of reliance on a narrow range of fundraising channels where possible.

**We are no longer relevant to our members** Our target audiences (deaf young people, their parents, professionals and decision-makers) have different needs and many competing demands for their time and attention. We recognise that we must stand out in an increasingly crowded marketplace, resonating with our audiences and delivering value and resonance to them. Mitigations related to customer relevance have been organised into 3 areas: how we listen to and understand what our customers want and need, the delivery of initiatives with a focus on co-creation and co-development, and the monitoring of reach and engagement metrics through a new reach, engagement and impact (REI) framework. Data and insight underpin the delivery of our strategy and we will continue to invest in audience insights and marketing, as well as regularly engaging with, and responding to, our audiences through consultation and co-production.

- **A safeguarding failure.** We recognise the importance of safeguarding children and young people in all areas of our work and in activities organised by us and with us, through a growing partnership network and activity within local communities, affiliated local groups and our international partners. The charity has a Safeguarding policy which applies to everyone who works with or for the charity. The policy is implemented through robust procedures and supported by training programmes for staff and volunteers.



We **provide** online training and require affiliated local groups to meet safeguarding standards. Similarly, we set clear standards and procedures and provided training for our international partners. There is an experienced trustee lead on safeguarding, and safeguarding work across the organisation is regularly reported to the board. All policies and procedures are regularly reviewed internally and with an external adviser. Although we believe the operational procedures have strong safeguards embedded in them, it remains a key risk on our risk register.

**A breach of our IT security.** With staff working remotely and hybrid or home working becoming the default, reliance on our IT systems is critical for effective working. Cyberattacks, including phishing and malware, remain a significant risk and we are continually investing in security to keep our systems and data available and secure. All staff complete mandatory security and data protection training, and this is then reinforced with monthly awareness videos and simulated phishing attacks. As a result of this programme, we continue to see improvements in our organisational risk score. We continue to report to trustees regularly on cyber risks and the status of our cyber security programme as it responds to new challenges such as artificial intelligence. Whilst cyber security remains a key item on our risk register, the foundational work done over the course of this year allowed us to achieve the government's Cyber Essentials+ accreditation.

- **Generative artificial intelligence (AI):** At the beginning of 2025 we introduced a new generative AI risk to our strategic level risk register. We recognise the potential of generative AI to transform our operations; however, it is essential that it be utilised in an effective, ethical and responsible manner. Our assessment of the risks associated with generative AI encompasses several areas that need to be considered both independently and alongside other strategic risks.

Failure to adopt AI may prevent us from achieving the charitable impact we aspire to. At its most extreme, this could lead to obsolescence as organisations that fail to adapt may continue offering services or maintaining business models that become redundant, easily accessible for free, or more effectively provided through AI.

Poor adoption of AI can result in negative outcomes and non-compliance, including disinformation, bias, privacy concerns and intellectual property infringements. Furthermore, AI tools exploited by malicious actors can enable far more convincing scams. In response, in addition to controls against IT breaches, we have introduced a new Generative AI policy, reviewed our Acceptable Use policy, and updated the Terms of Reference for our Information Security Group to ensure comprehensive monitoring of generative AI.

## Financial review

We are pleased to report that following our planned deficit in the previous financial year, our income grew by £0.6 million over the year to 31 March 2025, with a surplus of £4.0 million in the year.

Income from our thousands of dedicated supporters made up 90% of our total income of £33.6 million. Their generous regular monthly contributions, in most cases enhanced by Gift Aid and unrestricted, continue to fund the majority of our work and underpin our plans to deliver our ambitious targets over our 5-year strategy. We closely monitor how our individual giving fundraising performs against the annual targets set, and model a range of financial scenarios based on favourable and adverse trends, which are regularly reviewed by trustees.

Legacy income continues to be a valued source of income but one which can be volatile year on-year. In 2024/25, there was an increase of £0.2 million to £1.4 million. We continue to assess and, where viable, pilot suitable opportunities to diversify individual giving income streams as they arise.

We reduced our fundraising investment by £1.7 million to £11.4 million, reducing our total expenditure to £29.5 million. This fundraising investment will secure vital income, mostly unrestricted, in future years to fund our charitable work. Charitable expenditure overall remained at £18.1m with an additional £0.6m of expenditure on building communities that unite families. You can read about how our charitable expenditure helps us to achieve the targets we set ourselves earlier in the directors' report.

### Financial position at year-end

The surplus for the year increased our net assets by £4.0 million to £18.0 million. We will continue to invest significantly in fundraising to grow the income we need to deliver our strategic priorities.

### Performance of subsidiaries

NDCS Limited now operates on a small scale and passed a profit of £5,000 to the charity. Further details are shown in Note 3 of the financial statements.

### Reserves

We have a risk-based Reserves policy which is underpinned by the organisational risk register and is linked with the charity's strategy and corporate plan. This has determined that the target range of general reserves (excluding those reserves represented by restricted funds and fixed assets reserves) required by the charity is between £8.6 million and £11.3 million.

The total reserves of the charity as at 31 March 2025 were £18.0 million (2024: £14.1 million). Unrestricted reserves formed £17.8 million (2024: £13.8 million) and restricted reserves formed £0.3 million (2024: £0.3 million).

General reserves (excluding reserves represented by restricted funds and fixed assets) stood at £17.8 million. This is above the target reserves range. However, a deficit is expected for 2025/26, with significant investment in fundraising to secure future income and an expansion in our charitable activity.

The trustees continue to review a range of financial scenarios at each meeting to consider their potential impact on reserves and the charity's longer-term financial sustainability. These scenarios reflect the uncertainties and risks the charity faces. Additionally, the trustees conduct an annual review of the appropriate level of general reserves, with changes to the charity's risk profile, strategy and operational plans considered as part of that review. The output of the annual review informs subsequent planning and budgeting cycles.

## Investments

Trustees have considered the requirements of the SORP and the Charity Commission's guidance (CC14) and remain of the opinion that there are no listed investments adverse to the purpose of the charity. The Investment policy is reviewed annually and there are no specific investment restrictions. Trustees have adopted a cautious and diversified investment strategy to balance potential return with appropriate risk and mitigate the consequences of volatility in the markets.

Quilter Cheviot manages a medium-risk, multi-asset portfolio for the charity, with a total return target at CPI inflation, plus 3.5% pa net of fees. This is benchmarked against CPI plus 3.5% annualised, ARC Steady Growth Charity Index and a composite of market indices:

- fixed interest and government bonds: iBoxx £ UK Gilts
- UK corporate bonds: iBoxx Sterling Corporates
- UK equities: MSCI UK IMI
- overseas equities: MSCI AC World ex UK
- alternative investments: 50% iBoxx £ Gilt 1 to 5 year and 50% MSCI AC World Index (ACWI)
- cash: Bank of England Base Rate.

There was a return of 1.2% over the year compared to a benchmark return of 5.9%. The market value of investments stood at £5.5 million at 31 March 2025, an increase of £0.1 million in the year, after reinvestment of income and a loss of £0.1 million on investments.

## Going concern

The trustees have reviewed our activities, current financial position and risks on our voluntary income and planned supporter recruitment. Although we expect a deficit in 2025/26, this will be funded by drawing down our reserves. Our trustees will continue to regularly review financial scenarios that model factors such as supporter recruitment levels and rates of lapsing, as well as the impact of wider economic risks such as falling investment values. These currently indicate that it remains appropriate to adopt the going concern basis of accounting in preparing the financial statements.

The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including a review of updated forecasts to 31 March 2028, a consideration of key risks that could impact the charity, and the latest available management information. Our analysis, and our experience in recent years, is that a reduced level of supporter recruitment results in an improved short-term financial position due to the associated reduction in costs, however, over time there is a significant impact on income as we have fewer supporters than planned. At present we do not regard this as an immediate risk.

Trustees conclude it is appropriate for the financial statements to continue to be prepared on a going concern basis.

## Grant policy

As part of delivering our international charitable activities, we award grants to partner organisations in line with our strategic objectives. We undertake a formal appraisal of the project and partner organisation before making a grant, which is subject to a specific grant agreement. The due diligence process includes a review of the governance, senior management and financial capacity, and an assessment of the organisation's capacity to deliver the project objectives. Progress against targets is monitored before making further grant payments and if we are not satisfied that the grant is being managed in accordance with the partnership agreement the grant will be delayed or terminated.

We follow the same approach for our In the Community grants, carrying out an appraisal of the project and partner organisation before entering into a specific grant agreement. The final 10% of the grant is awarded on receipt of a satisfactory grant report.

In 2024/25, we awarded £145,000 in grants to partner organisations in relation to our international work, and £375,000 in total.

## Corporate structure, governance and accountability

We have 3 subsidiary undertakings and a 25% share in a joint venture consolidated in the group. The 3 subsidiary undertakings are NDCS Limited and Friends for Young Deaf People, both registered in England and Wales, and Fundación Niños Sordos del Mundo, a charity registered in Spain.

NDCS Limited is the only subsidiary undertaking that was actively trading, and it donates its trading profit to the National Deaf Children's Society. It is expected to be dormant in 2025/26. Further details are included in Note 3 to the financial statements.

We have a 25% share in Childlife, a company limited by guarantee. Further details are included in Note 4 to the financial statements.

The trustee board governs the charity and has a maximum of 12 trustees. The majority of trustees must be elected by the membership. All elected trustees must be carers or parents of deaf children and members of the charity. These trustees can be appointed by the trustee board, but this must follow an online election process for members.

In addition to elected trustees, the trustee board may co-opt trustees to enhance the skills of the board. Co-opted trustees do not have to be full members of the National Deaf Children's Society.

The honorary chair must be the parent of a deaf child. In addition to the honorary chair, there are 3 honorary officer roles – honorary vice chair, honorary treasurer and honorary deputy treasurer. The articles require that each year, one-third of the elected trustees – those who have been in office the longest since last elected – should offer themselves for re-election.

Elected and co-opted trustees may serve for a maximum of 9 consecutive years. After maximum service, all trustees must have a break of 3 years before being eligible to stand again for election or co-option.

Potential trustees are invited to submit a written application, which is considered by a nominations panel comprising the chair, vice chair, governance committee chair and an independent governance expert. A Board Diversity Action Plan is in progress to encourage applications from a wider section of the community. Suitable applicants are interviewed before being proposed as a trustee. All new trustees take part in an induction programme which involves an introduction to their responsibilities and to the operation of the charity. They are also offered the opportunity to have an existing trustee as a mentor in their first year.

The trustees provide leadership and direction for the charity, setting the vision, mission and strategy, which are delivered by the chief executive and their team. The trustees are legally responsible for making sure that resources are used prudently and only in support of our objectives, for stewardship of our assets, and for ensuring that the charity complies with all relevant legislation and regulation.



The trustee board operates a Conflicts of Interest policy. A declaration of interest form is completed annually by trustees, senior management and fundraising staff, and declarations are made and recorded at the start of every trustee committee meeting, where relevant to the agenda. The trustee board meets 4 times a year. It is supported by 4 committees, each of which has specific terms of reference.

Our governance structure is made up of the following committees.

- Strategic Delivery Committee – this committee focuses on the delivery of our strategy as a whole and receives reporting against the 4 strategic objectives.
- Strategic Enablers Committee – this committee focuses on the enablers that allow us to deliver the strategy successfully, including those relating to digital activity, our people and agile ways of working.
- Finance, Audit and Risk Committee – this committee oversees all financial and administrative matters.
- Governance Committee – this committee is responsible for ensuring the charity has an effective governance framework and that the trustee board and committees have an appropriate skills mix.

The committees are chaired by trustees and comprise a minimum of three trustee members, with relevant staff also in attendance. Each committee has its decisions ratified by the Trustee Board where appropriate. Following a recent governance review, the new committee structure has been assessed as effective, with improved alignment between strategic oversight and executive delivery. A shared strategy report, with highlighted sections for review by the Strategic Enablers Committee (SEC) and Strategic Delivery Committee (SDC), is now in place. Trustees feel this report is working well, it supports clear understanding of each committee's remit while maintaining visibility of cross-cutting issues and interdependencies.

The day-to-day running of the National Deaf Children's Society and the exercise of executive responsibility are delegated to the chief executive for operational matters, including finance, employment and service delivery.

Each year, the Governance Committee reviews our governance practices in detail against the Governance Code, which operates using an 'apply or explain' approach, alongside an environmental, social and governance self-assessment.

There are clear distinctions between the role of the trustees and of senior management. Matters such as policy and strategic plans are prepared by senior management for consideration and approval by the trustees. All trustees give up their time freely and no trustee remuneration was paid in the year. Details of trustee expenses are disclosed in Note 6 of the financial statements. There were no related party transactions.

## Employees

Our dedicated employees are based across the UK and we aim to provide support and development to enable them to reach their full potential.

We value diversity and want to create an inclusive and welcoming environment so all our colleagues can thrive. Our Equality, Diversity and Inclusion Working Group continued to attract new members and built awareness and understanding through a popular webinar series covering a wide range of topics and a deaf awareness at work survey.

We continue to be a Level 2 Disability Confident Employer and encourage applications from disabled people, working with them to identify and provide the adjustments to support their application and if successful, their employment with us. We recruit and promote based on aptitude and ability and without discrimination.

We support the continued employment and retraining of employees who become disabled during employment with us, working with them to identify and deliver the appropriate support and training.

Our online induction events enabled the chief executive and other senior members of staff to explain to new starters how their teams support deaf children and their families, ensure that safeguarding is highlighted and that new starters benefit from deaf awareness training. All staff are encouraged to build on this initial deaf awareness training to improve their sign language and communication skills.

## Remuneration

The charity recognises the contribution of every employee and our reward package is sustainable and competitive with other organisations so we can recruit, retain and develop staff with the skills to deliver our strategy. In setting pay levels for our staff we take account of pay practice in other similar sized charities, the public sector and, where necessary, the private sector for specialist and technical roles.

We remain committed to supporting our employees by offering a variety of wellbeing resources, including those made available through our collaborations with Reframe Cancer and the IVF Network.

The Finance, Audit and Risk Committee reviews a recommendation from the CEO for an annual pay increase as part of the annual budget approval process. Trustees consider affordability, economic trends and external market pay movement, and make a recommendation for approval by the Trustee Board.

We operate a defined contribution group personal pension scheme, to which all eligible employees are auto-enrolled. We make a contribution of 5.5% of salary with staff contributing 1.5%, with an option to contribute more.

Information on the maximum and minimum remuneration levels for each grade, and all benefits (including pension) are available to all employees.

The total remuneration of the Executive team (as defined below) was £717,932 (£796,803 in 2023/24). This included pension contributions of £22,004 (£25,537 in 2023/24). There were no benefits in kind. The Executive team were awarded the same increase as other staff. The Executive team consists of: Susan Daniels (CEO), Jane Foreman (Deputy CEO and Chief Finance Officer), Maria Chambers (Chief Operations Officer), Debbie Talbot (Chief Strategy Officer), Jon Curry (Chief Information Officer) and Mike Wade (Chief Revenue Officer).

## Members of the Board

- Dominic Holton (chair)
- Jennie Rayson (to 2 November 2024) (vice chair to 2 November 2024)
- Lesley Lindberg (vice chair from 2 November 2024)
- George Crockford (treasurer to 29 May 2025)
- Luke Kelly (deputy treasurer to 17 July 2025 then treasurer from 17 July 2025)
- Suzanne Beese (to 17 July 2025)
- Altaf Kassam
- Felicity Preacher
- Damian Proctor
- Jan Rutherford
- Katharine Stocks
- Lorraine Wapling
- Emily Beardshall (from 2 November 2024)

## Members

We have the following categories of membership:

### Full members

Full members have the right to attend, speak and vote at general meetings, and to participate in the nomination or ballot process for selecting elected trustees. They also have the benefits set below under 'supporter members'.

The following people qualify for full membership:

- parents or carers of deaf children aged 0 to 25 and deaf people aged between 18 and 25 years, living in the United Kingdom

### Supporter members

Supporter members have the right to attend and speak, but not to vote at, general meetings. They retain the benefit of all other rights under company law and all other facilities and advantages of supporter membership. The following qualify for supporter membership:

- any individual aged 18 or over, who is not a full member, making at least a minimum subscription to the charity, and who is a participant in the charity's supporter scheme

## Associate members

Associate members have the right to attend and speak, but not to vote at, general meetings. An associate member shall be either an individual, who is not a full member, or a supporter member, or an organisation that falls into one of the following categories:

- professional members – professionals working in fields related to the education and relief of deaf children
- affiliate members – any group or organisation based in the United Kingdom which adheres to the charity's vision and values statements
- board members – co-opted members of the trustees who have been appointed by the existing members of the trustees (and are known as the co-opted trustees)
- international individual members – any individual living outside the United Kingdom. (Adopted by a resolution of the trustees made on 12 September 2009.)
- international affiliate members – any group or organisation based outside the United Kingdom which adheres to the charity's vision and values statements
- family members – anyone who is a family member of a deaf person
- parent or carer members – anyone who is a parent or carer of a deaf person aged over 25 years
- deaf members falling outside the age range for full membership, ie adult deaf members (aged 26 years and above) and young deaf members (aged between 16 and 17 years inclusive [becoming full members on their 18<sup>th</sup> birthday])
- other members – any individual aged 16 or above living in the United Kingdom who applies to be and is admitted as an associate member

## Volunteers

At least 43 individuals volunteered in 2024/25, providing over 99 hours of support.

Our dedicated volunteers supported a total of 33 events, mostly, as presenters, sharing their personal experiences as deaf individuals or parents, and offering their professional knowledge and expertise.

In February 2025, we temporarily paused all volunteering activities to concentrate on the development of our volunteer management system (VMS).

Pro-bono legal volunteers from 3 law firms have provided approximately 2,232 hours of support. They've been involved in cases involving families, which may include a dispute about where a child should be educated. Some cases involve appeals for deaf children and young people who have not received their correct entitlement to welfare benefits.

## Statement of trustees' responsibilities

The trustees (who are also directors of the National Deaf Children's Society, for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and the group, and of the incoming or outgoing resources and application of resources, including the income and expenditure of the charitable group, for that period. In preparing these financial statements the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments 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 business.

The trustees are responsible for keeping proper accounting records that 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 the group, and for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information, and to establish that the auditor is aware of that information

## Auditors

Crowe U.K. LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## By order of the Board

In approving this report, the trustees are also approving the strategic report included here in their capacity as company directors.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

**Dominic Holton**  
**Director and trustee**

**Date: 7 November 2025**



# Independent Auditor's Report to the Members and Trustees of the National Deaf Children's Society

## Opinion

We have audited the financial statements of the National Deaf Children's Society ('the charitable company') and its subsidiary ('the group') for the year ended 31 March 2025 which comprise Consolidated Statement of Financial Activities (including the Consolidated Income and Expenditure Account), the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2025 and of the group's 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## 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 group 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

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group'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 trustees with respect to going concerns are described in the relevant sections of this report.

## Other information

The trustees are responsible for the other information contained within the annual report. 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.

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 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.

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

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

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

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

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

## **Responsibilities of trustees**

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

In preparing the financial statements, the trustees are responsible for assessing the 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**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were: General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation, Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of

income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance, Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 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 the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Jayne Rowe**  
**Senior Statutory Auditor**  
**For and on behalf of**  
**Crowe U.K. LLP**  
**Statutory Auditor**  
**London**

**Date: 25 November 2025**

# Consolidated Statement of Financial Activities (including Consolidated Income & Expenditure account) for the year ended 31 March 2025

Income and expenditure	Note	Unrestricted funds £000s	Restricted funds £000s	Total 2025 £000s	Total 2024 £000s
<b>Income and endowments from:</b>					
Donations and legacies					
Regular donations and subscriptions from individuals		30,165	184	30,349	30,424
Legacy income	5(a)	1,382	44	1,426	1,213
Other donations and gifts		996	69	1,065	967
		<u>32,543</u>	<u>297</u>	<u>32,840</u>	<u>32,604</u>
Charitable activities	5(b)	30	136	166	(61)
Other trading activities	5(c)	9	-	9	50
Investments	5(d)	510	-	510	350
		<u>33,092</u>	<u>433</u>	<u>33,525</u>	<u>32,943</u>
Share of net profit in joint venture	4	43	-	43	57
<b>Total</b>		<b><u>33,135</u></b>	<b><u>433</u></b>	<b><u>33,568</u></b>	<b><u>33,000</u></b>
<b>Expenditure on:</b>					
Raising funds	7(a)	11,384	-	11,384	13,059
Charitable activities:					
Delivering support in the early years		3,959	135	4,094	3,911
Providing life-changing information and advice		4,911	86	4,997	4,970
Building communities that unite families		4,924	107	5,031	4,398
Being the leading global authority on childhood deafness		2,303	103	2,406	2,967
Other charitable spend		1,579	20	1,599	1,895
Total charitable activities	7(a)	<u>17,676</u>	<u>451</u>	<u>18,127</u>	<u>18,141</u>
<b>Total</b>	7(a)	<b><u>29,060</u></b>	<b><u>451</u></b>	<b><u>29,511</u></b>	<b><u>31,200</u></b>
Net (loss) / gain on investments	10(c)	(62)	-	(62)	534
<b>Net income / (expenditure) and net movement in funds before transfers</b>	7(e)	<b><u>4,013</u></b>	<b><u>(18)</u></b>	<b><u>3,995</u></b>	<b><u>2,334</u></b>
<b>Net income / (expenditure) and net movement in funds after transfers</b>		<b><u>4,013</u></b>	<b><u>(18)</u></b>	<b><u>3,995</u></b>	<b><u>2,334</u></b>
Fund balances brought forward		<u>13,798</u>	<u>255</u>	<u>14,053</u>	<u>11,719</u>
<b>Fund balances carried forward</b>		<b><u>17,811</u></b>	<b><u>237</u></b>	<b><u>18,048</u></b>	<b><u>14,053</u></b>

All amounts relate to continuing activities.

There were no recognised gains or losses other than those dealt with in the above Statement of Financial Activities.



# Consolidated Balance Sheet and Balance Sheet for the year ended 31 March 2025

	Note	Group 2025 £000s	Group 2024 £000s	Charity 2025 £000s	Charity 2024 £000s
<b>Fixed assets</b>					
Intangible assets	8	-	26	-	26
Tangible assets	9	-	8	-	8
Investment in joint venture - share of net assets	4	197	154	-	-
Other investments	10	5,510	5,443	5,510	5,443
		<u>5,707</u>	<u>5,631</u>	<u>5,510</u>	<u>5,477</u>
<b>Current assets</b>					
Debtors	11	2,988	3,206	2,988	3,212
Cash at bank and in hand		11,976	7,665	11,976	7,659
		<u>14,964</u>	<u>10,871</u>	<u>14,964</u>	<u>10,871</u>
<b>Creditors: amounts falling due within one year</b>	12	2,623	2,449	2,623	2,449
<b>Net current assets</b>		<u>12,341</u>	<u>8,422</u>	<u>12,341</u>	<u>8,422</u>
<b>Net assets</b>		<u>18,048</u>	<u>14,053</u>	<u>17,851</u>	<u>13,899</u>
<b>The funds of the charity</b>					
<b>Unrestricted funds</b>					
Fixed asset reserve		-	34	-	34
General funds		17,811	13,764	17,614	13,610
		<u>17,811</u>	<u>13,798</u>	<u>17,614</u>	<u>13,644</u>
<b>Restricted funds</b>	13	237	255	237	255
	15	<u>18,048</u>	<u>14,053</u>	<u>17,851</u>	<u>13,899</u>

The surplus for the financial year dealt with in the financial statements of the parent company was £3,951,819 (2024: surplus of £2,277,914).

The financial statements were approved by the board and authorised for issue on 7 November 2025 and signed on its behalf by:



.....  
**D Holton**  
**Director**

**Date: 7 November 2025**

The notes on pages 33 to 52 form part of the financial statements.

## Consolidated statement of cash flows for the year ended 31 March 2025

	2025 £000s	2024 £000s
<b>Cash flow from operating activities:</b>		
Net income (expenditure) for the year	3,995	2,334
<i>Adjustments for:</i>		
Depreciation/amortisation	26	50
Loss / (profit) on disposal of tangible fixed assets	8	(17)
Loss / (gain) on investments	62	(534)
Income from investments	(510)	(350)
Investment management fees	35	32
Share of net (gain) / loss in joint venture	(43)	(57)
Decrease / (increase) in debtors	218	(572)
Increase / (decrease) in creditors	174	280
<b>Net cash provided by / (used in) operating systems</b>	<b>3,965</b>	<b>1,166</b>
<b>Cash flows from investing activities:</b>		
Interest on cash deposits	233	95
Income from joint venture	113	102
Sale of tangible assets	-	17
<b>Net cash provided by investing activities</b>	<b>346</b>	<b>214</b>
<b>Increase in cash and cash equivalents in the year</b>	<b>4,311</b>	<b>1,380</b>
Cash and cash equivalents at 1 April 2024	7,665	6,285
<b>Cash and cash equivalents at 31 March 2025</b>	<b>11,976</b>	<b>7,665</b>

## Notes forming part of the financial statements for the year ended 31 March 2025

### 1. Company information

The National Deaf Children's Society is a private company, limited by guarantee, registered in England and Wales, registration number 02752456. The registered office is 5th Floor, 167–169 Great Portland Street, London W1W 5PF.

The company is a registered charity, registered in England & Wales, registration number 1016532, and in Scotland, registration number SC040779. The financial statements comply with FRS 102.

### 2. Accounting policies

#### a. Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention, with the exception of listed investments which are included on a market value basis.

The financial statements have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition) (SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006, The Charities Act 2011 and the Companies Act 2006.

The charity meets the definition of public benefit entity under FRS 102.

As detailed in the going concern commentary in the directors' report, the trustees have reviewed the charity's activities, financial position and risks. They perform regular reviews of financial scenarios that incorporate a range of fundraising outcomes and wider economic risks. The going concern basis of accounting continues to be adopted in preparing the financial statements.

The trustees have assessed the charity's ability to continue as a going concern. The trustees have considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements, including a review of updated forecasts to 31 March 2027 and a consideration of key risks that could impact the charity, and the latest available management information.

Trustees conclude it is appropriate for the financial statements to continue to be prepared on a going concern basis.

**b. Critical accounting estimates and areas of judgement**

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements, nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. With respect to the next accounting period the most significant area of uncertainty that affects the carrying value of assets held by the charitable company, is the performance of the investment market.

**c. Currencies**

The financial statements are presented in sterling (£). Transactions denominated in foreign currencies are translated at the rate of exchange prevailing at the time of the transaction. Monetary items denominated in foreign currencies at the end of the reporting period are translated at the rate of exchange prevailing at that date.

**d. Group financial statements**

These financial statements consolidate the results of the charity and its subsidiary undertakings. The results of the wholly owned subsidiaries, NDCS Limited and Friends for Young Deaf People, are consolidated on a line-by-line basis. In the group financial statements, the joint venture is accounted for using the equity method under FRS 102 so that the consolidated SOFA includes the group's net share of profit or loss, while

the group's share of the net assets of the joint venture is shown in the consolidated Balance Sheet. The results included for the joint venture in Childlife are derived from audited accounts.

No separate Statement of Financial Activities has been presented for the National Deaf Children's Society as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity-only Cash Flow Statement and certain disclosures about the charity's financial instruments.

**e. Fund accounting**

Unrestricted funds – these are accumulated surpluses and deficits on general funds which can be used in furtherance of the general objectives of the charity at the discretion of the trustees. They include a fixed asset reserve, equivalent in value to the net book value of fixed assets.

Designated funds – these are unrestricted funds which have been set aside by trustees for specific future purposes or projects.

Restricted funds – these are funds that have restrictions imposed by donors and can only be applied for the particular purposes specified by donors. The funds are not available for work performed by the National Deaf Children's Society other than that specified by the donor.

**f. Income recognition**

All income is recognised and accounted for in the SOFA when the charity has entitlement to the income, it is probable that the income will be received and the amount can be measured reliably. The following specific policies apply to categories of income:

Legacies – legacies are recognised when there is entitlement, it is probable that the legacy will be received and when it can be measured with sufficient reliability. Specifically, residual legacies are recognised when probate has been granted, any conditions pertaining to the legacy over which the charity has control have been met and either cash or estate accounts are received. Pecuniary legacies are recognised when probate has been granted. Legacies received after the year-end are reviewed and, where material, are accrued where entitlement had been met at the balance sheet date. Income is not recognised for legacies which remain subject to a life interest.

Income from trading and merchandising – is accounted for when earned. Activity income received in advance is deferred until entitlement to the income has arisen (the activity has taken place), at which time it is credited to the SOFA.

Donated services and facilities – are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers. The trustees' report includes further detail of the contribution from volunteers.

Investment income – is accounted for on a receivable basis.

Grants and contractual payments – are included on a receivable basis. Income received for expenditure in future accounting periods is deferred. Where entitlement occurs before income is received the income is accrued. Capital grants are accounted for as income as soon as they are receivable. Government grants are recognised on the performance model, when the charity has complied with any conditions attaching to the grant and the grant will be received.

**g. Expenditure recognition**

All expenditure is accounted for on an accruals basis and includes irrecoverable VAT where applicable. It is classified under headings in the accounts that aggregate all costs related to the category.

Expenditure on raising funds include the costs incurred in generating voluntary income and fundraising trading costs. These costs are regarded as necessary to generate funds that are needed to finance charitable activities. They do not include the costs of disseminating information.

Charitable activities expenditure includes the costs identified as wholly or mainly attributable to achieving the charitable objects of the charity, including the costs of disseminating information in support of charitable activities. These costs include direct staff costs, wholly or mainly attributable support costs and an apportionment of general overheads allocated on a basis consistent with the use of resources.

Grants payable are accounted for when awarded except where future payments are conditional on performance and specific deliverables of the project. In such cases, amounts payable are accounted for as expended when the reporting criteria are satisfactorily met.

Termination payments are recognised on communication of intention to pay and are accounted for as staff costs.

Support costs, including governance costs, are those costs that assist the work of the charity but are not directly on fundraising or charitable activities. Governance costs are associated with the governance arrangements of the charity and include audit, legal advice for trustees and costs associated with meeting constitutional and statutory requirements such as the cost of trustee meetings and the preparation of the statutory accounts. This category also includes costs associated with the strategic management of the charity's activities. Other support costs include central office functions such as budgeting and accounting, payroll administration, human resources, information systems, communications, property management and legal costs. Support and governance costs have been allocated to an activity cost on a basis consistent with the use of resources. The basis is explained in the notes to the accounts.

**h. Operating leases**

Expenditure on operating leases is accounted for in the period in which the lease charge arises.

The benefit of lease incentives received to enter an operating lease are recognised as a reduction to the expense on a straight line basis over the period of the lease, except as noted below.

The charity has taken advantage of the transitional exemption for lease incentives in existence on the date of transition to FRS 102 (1 April 2014) and continues to credit such lease incentives to income and expenditure over the period to the first rent review date on which the rent is adjusted to market rates.

**i. Intangible fixed assets**

Computer software is stated at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight line basis over its estimated useful life of three years. Computer software costs of less than £10,000 are not capitalised.

**j. Tangible fixed assets**

Tangible fixed assets costing less than £10,000 are not capitalised and are written off in the year of purchase. Tangible fixed assets which are capitalised are included at cost, including any incidental expenses of acquisition. They are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets, except freehold land, at rates calculated to write off the cost less estimated residual value of each asset, on a straight-line basis over its expected useful economic life. The rates are as follows:

Plant, machinery, fixtures and fittings: three or five years  
Computers and ancillary equipment: three years

A full year's worth of depreciation is charged in the year of acquisition.

Plant, machinery, fixtures and fittings are eliminated from the accounts when no longer in use.

**k. Assets in the course of construction**

Payments on account of intangible and tangible fixed assets which are not operational at the balance sheet date are recorded in separate fixed asset categories: "Assets in the course of construction". No depreciation is charged on assets in the course of construction until they are brought into operational use, at which point the asset is transferred into the relevant fixed asset category and depreciated/amortised over their useful economic life.

**l. Investments**

Investments in subsidiaries are stated in the company accounts at cost less impairment.



Listed investments are initially measured at cost and subsequently at fair value (using market value). The SOFA includes the net gains and losses arising on movements in fair value and disposals throughout the year.

**m. Stock**

Stocks of publications are written off in the year of purchase as net realisable value is estimated at nil.

**n. Taxation**

The National Deaf Children's Society is a registered charity and as such is potentially exempt from taxation of its income and gains to the extent that they fall within the exemptions available to charities under the Taxes Act and are applied to its charitable objectives. N.D.C.S. Limited is subject to Corporation Tax but it remits by Gift Aid its taxable profit to the National Deaf Children's Society.

Tax credits, tax deducted from income and receipts under deed of covenant or Gift Aid are recorded on a receivable basis. They are recorded as part of the income to which they relate.

**o. Pensions**

The group makes payments into a group defined contribution personal pension scheme. These pension costs are allocated to activities and between restricted/unrestricted funds in proportion to the related staffing costs incurred.

At 31 March 2025, contributions amounting to £77,624 (2024: £68,945) were payable.

**p. Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Basic financial assets which are receivable within one year, which include trade and other receivables and accrued income were £1,424,000 (2024: £1,664,000) and cash and bank balances of £11,976,000 (2024: £7,665,000) are initially measured at transaction price and subsequently carried at settlement amount.

Basic financial liabilities which are payable within one year, which include trade and other payables and accruals of £2,252,000 (2024: £2,099,000) are initially measured at transaction price and subsequently carried at settlement amount.

**q. Cash and cash equivalents**

Cash and cash equivalents include cash-in-hand, deposits held at call with bank and other short-term liquid investments with original maturities of three months or less.

### 3. Results of subsidiaries

#### a. N.D.C.S. Limited

The charity has a wholly owned trading subsidiary, N.D.C.S. Limited, a company registered in England and Wales, company number 00893232. The registered address of N.D.C.S. Limited is 5th Floor, 167– 169 Great Portland Street, London W1W 5PF. The principal activity of the company is the sale of advertising and other goods and services and the company pays all of its profits to the charity under the Gift Aid scheme.

A summary of its results is shown below:

	2025 £000s	2024 £000s
Turnover	5	8
Cost of sales	-	-
Gross profit	5	8
Administrative expenses	-	(5)
Net income	5	3
Amount Gift Aided to the National Deaf Children's Society	(5)	(3)
	-	-
The assets and liabilities of the subsidiary were:		
Current assets	-	6
Creditors: amounts falling due within one year	-	(6)
<b>Total net assets</b>	-	-
<b>Equity shareholders' funds</b>	-	-

At the end of the year, N.D.C.S. Limited paid £5,022 (2024: £3,129) to the charity by Gift Aid.

In these consolidated accounts, turnover consolidated in activities for generating funds is £5,000 (2024: £7,253) and investment income is £77 (2024: £657) with the associated costs included under fundraising expenditure.

#### b. Friends for Young Deaf People

The charity has a wholly owned charity, Friends for Young Deaf People, a charitable company registered in England and Wales (company number 3029501, registered charity number 1045011). The registered address of Friends for Young Deaf People is 5th Floor, 167– 169 Great Portland Street, London W1W 5PF 7. Friends for Young Deaf People was dormant throughout the year ended 31 March 2025, as well as the year ended 31 March 2024.

At the end of the year, no amounts were due between the National Deaf Children's Society and Friends for Young Deaf People.

#### c. Fundacion Ninos Sordos del Mundo

Throughout the year, the National Deaf Children's Society had one other wholly owned subsidiary, Fundacion Ninos Sordos del Mundo, a charity

registered in Spain, which was dormant for the year ended 31 March 2025. The registered address of Fundacion Ninos Sordos del Mundo is Torre Europa, Paseo de la Castellana 95-18o, 28046, Madrid, Spain.

#### 4. Share in joint venture

##### Childlife

The National Deaf Children's Society has a 25% share in Childlife, a company limited by guarantee. The registered office of Childlife is Westmead House, Westmead, Farnborough, Hampshire, GU14 7LP. This is accounted for in the consolidated accounts of the National Deaf Children's Society as a joint venture.

	2025 £000s	2024 £000s
The 25% share of Childlife's results for the year is shown below:		
<b>Income from:</b>		
Voluntary income	336	326
Investment income	3	1
	<u>339</u>	<u>327</u>
<b>Expenditure on:</b>		
Raising funds	180	166
Charitable activities	113	102
Other expenditure	3	3
	<u>296</u>	<u>271</u>
<b>Net income / (expenditure)</b>	43	56
Fund balances brought forward	154	98
<b>Fund balances carried forward</b>	<u>197</u>	<u>154</u>

Income receivable from Childlife for the year of £112,500 (2024: £102,500) is included in investment income (see note 5d).

	2025 £000s	2024 £000s
The 25% share of assets and liabilities of Childlife were:		
Fixed assets	1	2
Current assets	215	208
Gross assets	<u>216</u>	<u>210</u>
Gross liabilities	(19)	(56)
<b>Total assets less total liabilities – share of net assets</b>	<u>197</u>	<u>154</u>
<b>Unrestricted funds</b>		
Other charitable funds	<u>197</u>	<u>154</u>

## 5. Income

### a. Legacy income

At 31 March 2025, the charity had been notified of legacies amounting to an estimated £1,187,636 (2024: £1,040,254) which have not been included within the accounts as the recognition criteria had not been met at the year-end date.

### b. Income from charitable activities

	Grants £000s	Fees from non-statutory sources £000s	Total £000s
Delivering support in the early years	99	7	106
Providing life-changing information and advice	17	7	24
Building communities that unite families	20	8	28
Being the leading global authority on childhood deafness	-	7	7
Other charitable activities	-	1	1
<b>Total 2025</b>	<b>136</b>	<b>30</b>	<b>166</b>
<b>Total 2024</b>	<b>(81)</b>	<b>20</b>	<b>(61)</b>

Further information about the above grant income is provided in note 13.

### c. Other trading activities

	2025 £000s	2024 £000s
Gross income from trading	9	50
Income from training and services	-	-
	<b>9</b>	<b>50</b>

### d. Investment income

	2025 £000s	2024 £000s
Interest on cash deposits	233	95
Income from listed investments	164	153
Income receivable from joint venture	113	102
	<b>510</b>	<b>350</b>

## 6. Staff costs, trustee remuneration and expenses and costs of key management personnel

### a. Staff costs comprise:

	2025 £000s	2024 £000s
Wages and salaries	10,757	10,247
Social security costs	1,150	1,062
Pension costs	582	548
	<u>12,489</u>	<u>11,857</u>

The average number of employees during the year was as follows:	2025 No.	2025 (FTE)	2024 No.	2024 (FTE)
Charitable activities	202	178	205	183
Fundraising	32	31	31	29
Administration and support services	49	49	44	43
	<u>283</u>	<u>258</u>	<u>280</u>	<u>255</u>

The above staff numbers include an average of 8 (2024: eight) casual workers who primarily worked on our events programme.

- b. During the year, redundancy and termination payments totalling £52,572 (2024: £318,321) were payable. These related to redundancy payable at the end of the fixed term contracts for specific projects and restructures within departments.
- c. Employee benefits, excluding employer pension costs and employer's NI, of higher paid staff within the following scales were:

	2025 No.	2024 No.
£60,000 – £69,999	2	7
£70,000 – £79,999	5	1
£80,000 – £89,999	1	2
£90,000 – £99,999	2	3
£100,000 – £109,999	2	3
£110,000 – £119,999	-	1
£120,000 – £129,999	<u>1</u>	<u>-</u>

- d. The charity trustees were not paid nor received any other benefits from employment with the charity or its subsidiary in the year (2024: £nil). Reasonable expenses for travel, subsistence and incidentals reimbursed to four trustees (2024: 5 trustee) during the year totalled £521 (2024: £811) and are included in note 7(e) below.
- e. The key management personnel of the group, other than the trustees, comprised the Chief Executive, the Deputy CEO/Chief Finance Officer, the Chief Information Officer, the Chief Operations Officer, the Chief Revenue Officer, the Chief Strategy Officer and the Chief Policy Officer. Their total

employee benefits, including employer pension costs and employer's NI, for the year ended 31 March 2025, was £717,932 (2024: £796,803).

## 7. Analysis of expenditure

<b>a. Expenditure on:</b>	<b>Direct costs £000s</b>	<b>Grants payable £000s</b>	<b>Support costs £000s</b>	<b>Total 2025 £000s</b>	<b>Total 2024 £000s</b>
<i>Raising funds</i>					
Regular donations and subscriptions from individuals	9,583	-	367	9,950	11,786
Legacies	523	-	84	607	380
Other fundraising costs *	587	-	205	792	861
	10,693	-	656	11,349	13,027
Investment management fees	35	-	-	35	32
	10,728	-	656	11,384	13,059
<i>Charitable activities</i>					
Delivering support in the early years	3,072	13	1,009	4,094	3,911
Providing life-changing information and advice	3,710	29	1,258	4,997	4,970
Building communities that unite families	3,696	195	1,140	5,031	4,398
Being the leading global authority on childhood deafness	1,783	138	485	2,406	2,967
Other charitable activities	1,225	-	374	1,599	1,895
	13,486	375	4,266	18,127	18,141
<b>Total expenditure 2025</b>	<b>24,214</b>	<b>375</b>	<b>4,922</b>	<b>29,511</b>	<b>31,200</b>
<b>Total expenditure 2024</b>	<b>25,986</b>	<b>660</b>	<b>4,554</b>		<b>31,200</b>

\* Other fundraising costs include costs of challenge events, community and corporate fundraising, and other trading activities.

### b. Analysis of grants payable

	<b>2025 £000s</b>
<b>UK grants</b>	
Grants to University of Birmingham	20
Grants to University College London (2 grants)	24
Grant to University of Manchester	20
Grant to Auditory Verbal UK	6
Grant to Affiliated local registered Deaf Children's Societies*	152
Other UK grants	8
	<b>230</b>

\* Each grant was for a maximum of £9,000, while the maximum received by any one local Deaf Children's Society was £9,000.



**Analysis of grants payable (continued)**

	<b>2025 £000s</b>
<b>International grants</b>	
Cini Asha Deaf Way	16
Centre for Disability in Development	17
SADHANA	10
Citizens Association for Rural Development	12
Prarambha	26
LIPICA	13
Sense International Kenya	42
National Association for Parents of Deaf Children	9
	<u>145</u>
<b>Total grants</b>	<u><u>375</u></u>

There are no grant commitments.

**c. Allocation of support costs**

	<b>Governance £000s</b>	<b>Finance and legal £000s</b>	<b>Human resources £000s</b>	<b>IT £000s</b>	<b>Facilities management and shared premises £000s</b>	<b>Total £000s</b>
<i>Raising funds</i>	-	94	127	261	174	656
<i>Charitable activities</i>						
Delivering support in the early years	64	136	182	376	251	1,009
Providing life-changing information and advice	78	170	227	470	313	1,258
Building communities that unite families	82	152	204	421	281	1,140
Being the leading global authority on childhood deafness	40	64	86	177	118	485
Other charitable activities	26	50	67	138	93	374
<b>Total support costs 2025</b>	<u>290</u>	<u>666</u>	<u>893</u>	<u>1,843</u>	<u>1,230</u>	<u>4,922</u>
Total support costs 2024	<u>310</u>	<u>673</u>	<u>898</u>	<u>1,717</u>	<u>956</u>	<u>4,554</u>

Costs directly attributable to fundraising and charitable activities are allocated to direct costs. Those costs not directly attributable are included in support costs. Finance and legal costs, human resources, IT and facilities management and shared premises costs are allocated on the basis of headcount. Governance costs are allocated to charitable activity categories in proportion to their direct costs.

**d. Governance costs**

	2025 £000s	2024 £000s
Audit fees	27	21
Trustee costs	24	21
Other costs supporting governance activities	239	268
	<u>290</u>	<u>310</u>

**e. Net income/expenditure for the year**

	2025 £000s	2024 £000s
Net income/expenditure for the year is stated after charging:		
Auditor's remuneration		
Statutory audit	27	21
Other	11	7
Amortisation	26	26
Depreciation	-	24
Loss/(Profit) on sale of tangible fixed assets	8	(17)
Operating lease rentals	<u>830</u>	<u>746</u>

**8. Intangible fixed assets**

Charity and group	Computer software £000s	Total £000s
<b>Cost</b>		
As at 1 April 2024	875	875
Additions	-	-
Disposals	-	-
As at 31 March 2025	<u>875</u>	<u>875</u>
<b>Amortisation</b>		
As at 1 April 2024	849	849
Charge for the year	26	26
Adjustment for disposals	-	-
As at 31 March 2025	<u>875</u>	<u>875</u>
<b>Net book value</b>		
As at 31 March 2025	<u>-</u>	<u>-</u>
As at 31 March 2024	<u>26</u>	<u>26</u>

## 9. Tangible fixed assets

Charity and group	Fixtures, fittings and equipment £000s	Total £000s
<b>Cost</b>		
As at 1 April 2024	1,004	1,004
Additions	-	-
Disposals	(955)	(955)
As at 31 March 2025	49	49
<b>Depreciation</b>		
As at 1 April 2024	996	996
Charge for the year	-	-
Adjustment for disposal	(947)	(947)
As at 31 March 2025	49	49
<b>Net book value</b>		
As at 31 March 2025	-	-
As at 31 March 2024	8	8

## 10. Fixed assets investments

### a. Childlife

The National Deaf Children's Society has a 25% share in Childlife, a company limited by guarantee whose object is to promote the relief of children who are in need, by enabling the member charities to meet their respective charitable purposes, through the provision of grant payments. This is accounted for in the consolidated accounts of the National Deaf Children's Society as a joint venture. See note 4 for details of the National Deaf Children's Society share of Childlife's results for the year.

### b. Other investments

	Group		Charity	
	2025 £000s	2024 £000s	2025 £000s	2024 £000s
Listed investments at market value (see note 10c)	5,510	5,443	5,510	5,443

Investments in subsidiary (N.D.C.S. Limited) £100 – see note 3

**c. Listed investments**

	<b>2025 £000s</b>	<b>2024 £000s</b>
Market value at 1 April 2024	5,443	4,788
Reinvested income	164	153
Management fees paid	(35)	(32)
Realised loss/(gain) on investments	(62)	534
Market value as at 31 March 2025	<u>5,510</u>	<u>5,443</u>
<b>Listed investments at historic cost</b>	<u>4,583</u>	<u>4,471</u>

**d. Listed investments by type**

	<b>2025 £000s</b>	<b>2024 £000s</b>
Equities	3,865	3,856
Alternative investments	459	506
Fixed interest	1,009	895
Cash	177	186
Market value as at 31 March 2025	<u>5,510</u>	<u>5,443</u>

**11. Debtors**

	<b>Group 2025 £000s</b>	<b>Group 2024 £000s</b>	<b>Charity 2025 £000s</b>	<b>Charity 2024 £000s</b>
Due within one year:				
Trade debtors	46	53	46	53
Due from subsidiary undertaking	-	-	-	6
Other debtors	1,817	1,634	1,817	1,634
Prepayments and accrued income	1,125	1,519	1,125	1,519
	<u>2,988</u>	<u>3,206</u>	<u>2,988</u>	<u>3,212</u>

**12. Creditors: amounts falling due within one year**

	<b>Group 2025 £000s</b>	<b>Group 2024 £000s</b>	<b>Charity 2025 £000s</b>	<b>Charity 2024 £000s</b>
Trade creditors	1,110	1,238	1,110	1,238
Social security and other taxes	299	268	299	268
Other creditors	120	155	120	155
Accruals	1,021	706	1,021	706
Deferred income	73	82	73	82
	<u>2,623</u>	<u>2,449</u>	<u>2,623</u>	<u>2,449</u>

Deferred income mainly consists of deposits for events taken in advance and funds raised for challenge events which will take place in future years. All amounts at the year-end related to new deferrals in the year.

Deferred income reconciliation	2025 £000s	2024 £000s
At 1 April 2024	82	62
Recognised in the year	(82)	(62)
Deferred in the year	73	82
At 31 March 2025	73	82

### 13. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations, gifts and grants to be applied for restricted purposes.

	Balance at 1 April 2024 £000s	Income £000s	Expenditure £000s	Balance at 31 March 2025 £000s
Dept. for Communities Northern Ireland, Sign Language Partnership Group – <b>Family Sign Online</b>	1	33	(43)	(9)
Scottish Government – <b>CYPFEIF</b> and <b>ALEC</b>	-	103	(103)	-
Scottish Government – <b>BSL National Plan 2023-2029</b>	1	-	-	1
	2	136	(146)	(8)
Deaf Child Worldwide	-	183	(183)	-
Dr A Evans Trust Fund	40	-	(7)	33
Eric Wright Charitable Trust	-	25	(25)	-
The P F Charitable Trust	1	-	-	1
The P F Charitable Trust	10	-	(10)	-
Legacy for work in Bristol and the surrounding area	65	-	(1)	64
Other restricted funds	137	89	(79)	147
	255	433	(451)	237

Other restricted funds comprise a number of funds, each of which are immaterial for disclosure purposes, but further details are available on request.

The restricted funds are held for the following purposes:

**Department for Communities Northern Ireland – Sign Language Partnership Group** – a grant to support the ‘Family Sign Online’ project for 2024/25. This is a model of remote delivery in Northern Ireland in that we will provide a mostly online programme to increase the use of and awareness of British Sign Language (BSL) as a family-friendly, inclusive means of communicating with deaf children and young people.

**Scottish Government CYPFEIF and ALEC Fund – Children Young People and Families Early Intervention Fund** – grant contributes towards infrastructure costs of the National Deaf Children’s Society Scotland to ensure deaf children, young people and their families have access to high quality services and support that address the attainment gap and improve life outcomes for deaf children.

**Scottish Government Equalities Funding – BSL National Plan 2023-2029 Community Consultation Events Fund** – £2,000 fund from Scottish Government as part of the BSL National Plan 2023-2029 Community Consultation Events Fund from 30 June 2023 to 7 September 2023. This covered the period the Scottish Government BSL National Plan consultation was open. Funding covered events to consult with deaf young people and parents during this period.

**Deaf Child Worldwide** – is the international arm of the National Deaf Children’s Society. Supporter income and other donations are generated for Deaf Child Worldwide specifically and this is used to fund a sustainable international programme.

**Dr A Evans Trust Fund** – funding provides for costs associated with the delivery of Family Sign Language training in Wales.

**Eric Wright Charitable Trust** – funding to provide on-the-ground activities in Greater Manchester, Lancashire and Cumbria for families.

**The P F Charitable Trust** – funding contributes to the purchase of software for a project to research the impact that radio aids have on language development in pre-school deaf children.

**The P F Charitable Trust** – a £10,000 grant towards a Research Priority Setting Exercise with the James Lind Alliance in collaboration with Manchester University. It will bring together patients, carers, clinicians and other key stakeholders to determine the top 10 evidence gaps in improving the health, education and wellbeing of children and young adults with deafness and hearing loss.

**Estate of Sylvia Whitby** – bequest to be applied to a variety of activities in Bristol and the surrounding area, in accordance with the terms of the legacy.

## 14. Movement on unrestricted funds

	Fixed asset reserve £000s	General funds £000s	Total Unrestricted funds £000s
Balance at 1 April 2024	34	13,764	13,798
Income	-	33,135	33,135
Expenditure	(34)	(29,026)	(29,060)
(Losses)/gains on investments	-	(62)	(62)
<b>Balance at 31 March 2025</b>	<b>-</b>	<b>17,811</b>	<b>17,811</b>

## 15. Analysis of group net assets between funds at 31 March 2025

	Unrestricted funds £000s	Fixed asset funds £000s	Restricted funds £000s	Total funds £000s
Intangible and tangible fixed assets	-	-	-	-
Investments	5,707	-	-	5,707
Current assets	14,727	-	237	14,964
Current liabilities	(2,623)	-	-	(2,623)
	<b>17,811</b>	<b>-</b>	<b>237</b>	<b>18,048</b>

## 16. Parent undertaking's income and expenditure

As permitted by Section 408 of the Companies Act 2006, the income and expenditure account of the parent undertaking is not presented as part of these accounts. The consolidated Income and Expenditure Account includes a surplus of £3,951,819 (2024: surplus of £2,277,914) which is dealt with in the accounts of the parent undertaking.

## 17. Share capital

The National Deaf Children's Society is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £1 on winding up, including up to one year after ceasing to be a member.



## 18. Financial commitments

The future minimum payments under non-cancellable operating leases are payable as follows:

	2025 £000s	2024 £000s
Within one year	125	749
Between two and five years	-	38
After five years	-	-
	<u>125</u>	<u>787</u>

## 19. Capital and other commitments

At 31 March 2025 there were no capital commitments (2024: none).

## 20. Related party transactions

Expenses paid to trustees in their capacity as directors of the charity are disclosed in Note 6 to the accounts. Other than transactions with subsidiaries and the joint ventures that are disclosed in Notes 3 and 4, there were no other related party transactions.

The following pages represent comparative figures for the year ended 31 March 2024, in accordance with paragraph 2.29 of the SORP.

## 21. Comparative SOFA

Income and expenditure	Unrestricted funds £000s	Restricted funds £000s	Total 2024 £000s
<b><u>Income and endowments from:</u></b>			
Donations and legacies			
Regular donations and subscriptions from individuals	30,225	199	30,424
Legacy income	1,213	-	1,213
Other donations and gifts	881	86	967
	32,319	285	32,604
Charitable activities	20	(81)	(61)
Other trading activities	50	-	50
Investments	350	-	350
Other income	-	-	-
<b>Total</b>	<b>32,739</b>	<b>204</b>	<b>32,943</b>
Share of net gain in joint venture	57	-	57
<b>Total</b>	<b>32,796</b>	<b>204</b>	<b>33,000</b>
<b><u>Expenditure on:</u></b>			
Raising funds	13,059	-	13,059
Charitable activities:			
Delivering support in the early years	3,770	141	3,911
Providing life-changing information and advice	4,867	103	4,970
Building communities that unite families	4,298	100	4,398
Being the leading global authority on childhood deafness	2,867	100	2,967
Other charitable activities	1,847	48	1,895
Total charitable activities	17,649	492	18,141
<b>Total</b>	<b>30,708</b>	<b>492</b>	<b>31,200</b>
Net loss on investments	534	-	534
<b>Net income / (expenditure)</b>	<b>2,622</b>	<b>(288)</b>	<b>2,334</b>
Transfer of funds	-	-	-
<b>Net income / (expenditure)</b>	<b>2,622</b>	<b>(288)</b>	<b>2,334</b>
Fund balances brought forward	11,176	543	11,719
<b>Fund balances carried forward</b>	<b>13,798</b>	<b>255</b>	<b>14,053</b>

## 22. Comparative restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations, gifts and grants to be applied for restricted purposes.

	Balance at 1 April 2023 £000s	Income £000s	Expenditure £000s	Balance at 31 March 2024 £000s
National Lottery Community Fund (England) – <b>#iWill Fund</b>	240	(215)	(25)	-
Dept. for Communities Northern Ireland, Sign Language Partnership Group – <b>Family Sign Online</b>	3	29	(31)	1
Scottish Government – <b>CYPFEIF &amp; ALEC</b>	-	103	(103)	-
Scottish Government – <b>Equality Funding, Sign of the Future</b>	1	-	(1)	-
Scottish Government – <b>BSL National Plan 2023-2029</b>	-	2	(1)	1
	<u>244</u>	<u>(81)</u>	<u>(161)</u>	<u>2</u>
Deaf Child Worldwide	-	199	(199)	-
Dr A Evans Trust Fund	40	-	-	40
Eric Wright Charitable Trust	-	25	(25)	-
The P F Charitable Trust	1	-	-	1
The P F Charitable Trust	10	-	-	10
Legacy for work in Bristol and the surrounding area	65	-	-	65
Other restricted funds	<u>183</u>	<u>61</u>	<u>(107)</u>	<u>137</u>
	<u>543</u>	<u>204</u>	<u>(492)</u>	<u>255</u>

## 23. Comparative movement on unrestricted funds

	Fixed asset reserve £000s	General funds £000s	Total Unrestricted funds £000s
Balance at 1 April 2023	84	11,092	11,176
Income	-	32,796	32,796
Expenditure	(50)	(30,658)	(30,708)
Losses / gains on investments	-	534	534
<b>Balance at 31 March 2024</b>	<u>34</u>	<u>13,764</u>	<u>13,798</u>

## 24. Comparative analysis of group net assets between funds at 31 March 2024

	Unrestricted funds £000s	Fixed asset funds £000s	Restricted funds £000s	Total funds £000s
Intangible and tangible fixed assets	-	34	-	34
Investments	5,597	-	-	5,597
Current assets	10,616	-	255	10,871
Current liabilities	(2,449)	-	-	(2,449)
	<u>13,764</u>	<u>34</u>	<u>255</u>	<u>14,053</u>





**We're the National Deaf Children's Society, the charity for deaf children with any level of hearing loss.**

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