

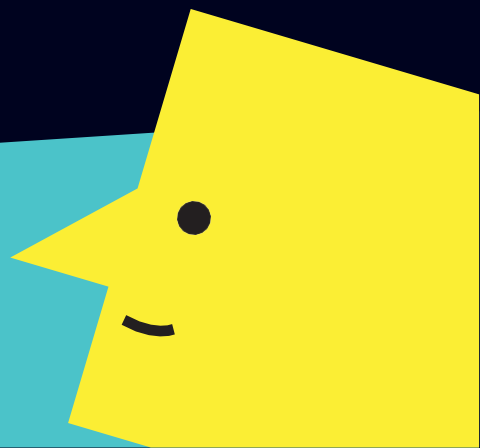


# Annual report and financial statements

For the year ended 31 August 2025

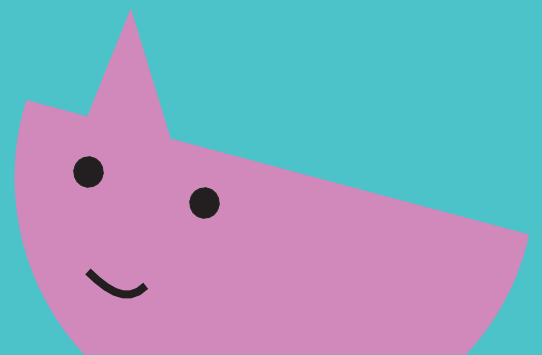
[speechandlanguage.org.uk](https://speechandlanguage.org.uk)

Speech and Language UK is the operating name of I CAN Charity, a registered charity in England and Wales (210031) and Scotland (SC039947), which is a company limited by guarantee registered in England and Wales (00099629). Registered address: 17-21 Wenlock Road, London, N1 7GT.



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# Message from the Chief Executive and Chair of Trustees

At Speech and Language UK, our vision is for every child who is facing challenges with talking and understanding words to be able to look to the future with confidence. We are hugely proud of the progress we have made this year as we work to make that vision a reality. This report highlights what we have achieved as a team in 2024/25 and the foundations we have laid for future growth.

*This year, we supported 267,474 children, young people, and their families.* But with a record two million children in the UK now struggling with talking and understanding words, we know that we must do more. That's why, in 2024/25, we have worked hard to expand our reach, raise our profile and be here for as many children as possible.

Finding new ways to share our experience and skills has been particularly important. Our two specialist schools have continued to provide their pupils with an outstanding education. Now, thanks to our co-created Pre-phonics Boost programme, more pupils across the country will benefit from the expertise we have developed in our schools, giving them the foundational skills they need before they learn to read. We have begun to offer bundles of resources for different age ranges on our Learning Centre, too, beginning with our Primary Bundle.

A highlight this year has been collaborating with the Irish Government to deliver Early Talk Boost in Ireland. The programme has already been rolled out to 60 settings, boosting hundreds of children's language skills, and there is now a commitment to reach up to 800 settings over the next three years. This is a fantastic endorsement of Early Talk Boost's impact, and we are excited to see this project progress.

Key to creating the change children and families

need is raising the profile of the issue with parliamentarians, policymakers, educators, businesses, and the public. Not enough people recognise – or even know about – the record two million children in the UK who are struggling to talk and understand words or the impact this can have on every aspect of their lives. We engaged more

parliamentarians in our cause than ever before in 2024/25, including multiple engagements with the Secretary of State for Education. This advocacy work is helping to put children with speech and language challenges far higher on the policy and political agendas. Partly through our increased policy work, we have seen significant growth in our online audiences and media coverage and, in a difficult market, we have continued to diversify our fundraising.

All this has been made possible by our staff, our trustees, our supporters, our partners, and, most importantly, the children and families we exist to support. We make sure that everyone we work with feels valued, respected and heard. This year, we have implemented a new framework for engaging children and young people with speech and language challenges in our campaigns and projects. To support our staff, we have updated our flexible working policy, joined a charity mentoring scheme, and much more. We have also worked in partnership with local authorities, businesses, governments, schools, and many others, always thinking about how we can embody our values.

While there is more to be done to achieve our goals, we are confident that we will get there. Having previously generated a significant financial surplus, we decided this year to invest in key areas, giving us a planned deficit to provide the opportunity for further growth. Looking ahead, we have strong foundations, a passionate and committed team, and big plans for the future.

Together, we can help every child face the future with confidence. Thank you for your continued support.



*Jane Harris*

Chief Executive  
20 March 2026



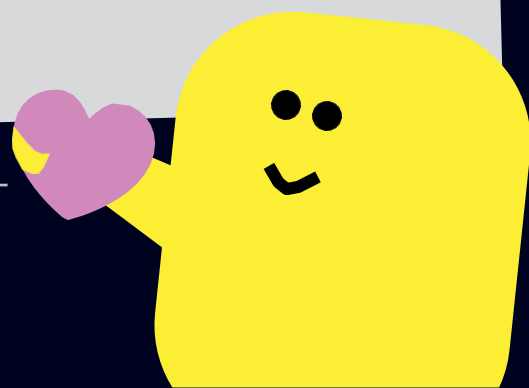
*Luke Manning*

Chair of Trustees  
20 March 2026

# Thank you to our supporters

Our supporters make our work possible. Thank you to everyone who has supported us this year, whether through funding, donations, volunteering, fundraising activities, or in-kind or pro-bono help. **Together, we made a difference for 267,474 children, young people, and families nationwide.**<sup>1</sup> You truly are incredible.


- Anderson Acoustics
- Annandale Charitable Trust
- Anson Charitable Trust
- Bailly Garner
- Baron Davenport's Charity
- Beatrice Laing Trust
- Chapman Charitable Trust
- Copley May Foundation
- Education Endowment Foundation
- Forest Hill Charitable Trust
- Fowler Smith and Jones Charitable Trust
- Helen Robertson Charitable Trust
- Helianthus Charitable Trust
- Jackie Harrison and Family
- John Horniman Children's Trust
- Louisa Lane Fox
- LSEG Foundation
- Paget Charitable Trust
- Pears Foundation
- Permira Foundation
- Pilkington Charities Fund
- Print Data Solutions (PDS)
- SEC Foundation
- Shanly Foundation
- Sir John Priestman Charity Trust
- Social Business Trust
- The Steel Charitable Trust
- The Bartle Family Charitable Trust
- The Betty Risley Trust for Children
- The Brian Shaw Memorial Trust
- The Chetwode Foundation
- The Christopher Rowbotham Charitable Trust
- The E H Smith Charitable Trust
- The Fifty Fund
- The Gray Trust
- The H C Beer Charitable Trust
- The Ian Askew Charitable Trust
- The Kelsey Trust
- The Lawson Trust
- The Patrick & Helena Frost Foundation
- The Rothley Trust
- The Russell Trust
- The Simon Gibson Charitable Trust
- The Sir John Eastwood Foundation
- The Speech, Language and Hearing Foundation
- The Steven Bloch Image of Disability Charitable Trust
- The Zochonis Charitable Trust
- Vanguard
- W M Mann Foundation



<sup>1</sup> The figures in this report cover the 12-month period 1 September 2024 to 31 August 2025. Please note that our annual reporting for 2023/24 covered a 17-month period.



# Our strategic report



## Our vision, mission, and values

### Our vision

Every child who is facing challenges with talking and understanding words can look to the future with confidence.

### Our mission

We give children and young people the skills they need so they aren't left behind, waiting to be understood.

### Our values

We are **brave** in creating new solutions and speaking out for change.

We are **kind**, showing empathy and understanding.

We are **curious** about what works and how we can change more young lives.

We are **practical**, creating solutions that work in the real world.

We are **collaborative**, recognising that change is only possible when we work together.

## Our objectives and activities

Being able to communicate – to share a joke, express our feelings, feel heard – is central to who we are. It helps us to learn and grow and can give us a real sense of belonging. But for 1 in 5 children in the UK, talking and understanding words can feel like an impossible hurdle. This can affect every aspect of their and their families' lives, from their education to their mental health, their friendships to their futures.

By putting the right support and structures in place, at the right time, we can change this. Our charity was set up to support disabled children and young people living in poverty. Today, we focus on transforming the lives of the two million children in the UK who struggle with talking and understanding words due to poverty, neurodivergence or disability by:

- **designing innovative tools and training** for thousands of school and early years staff, so that no child is forced to miss out on their education
- **giving families the confidence and skills** to help their children and find ways of communicating that work for them
- **putting pressure on politicians** to prioritise the support that children with speech and language challenges need
- **running and generating new practices from our two special schools**, which offer the highest quality education to their pupils and develop innovative approaches we can share with others.

# Our impact and achievements

## Tools for schools and nurseries

Making speech and language more central to more schools and nurseries' everyday practice is a core part of our strategy. Through our tools and training, we help school and early years staff spot and support children when they're struggling.





## Early Years Professional Development Programme

Children's speech and language development is fundamental to every aspect of learning. That's why it is so important that every early years professional understands how to support children to develop those skills – and why we have been working since 2023 as a delivery partner of the Education Development Trust on the Early Years Professional Development Programme (EYPDP). This year, we completed our work on this project, which was part of the Government's £180 million Early Years Education Recovery Plan. The EYPDP was designed to provide high-quality, evidence-informed continuous professional development for early years teams. Between 2023 and 2025, almost 6,500 early years practitioners across 153 local authorities completed the EYPDP,<sup>2</sup> including 1,483 from September 2024 to March 2025.

What made the EYPDP unique was that participants learned alongside a consistent group of other practitioners during their time on the programme. Meeting each week with a live programme trainer, this allowed them to learn with their peers, build strong relationships with one another, and enhance and embed their learning together.

This year, an independent evaluation of the EYPDP found that more than 90% of sector leaders and participants said that they were satisfied with the programme.<sup>3</sup> The programme's mix of learning styles, flexibility, and quality had real benefits and the evaluation highlighted that the programme had reached all types of early years settings, particularly childminders.

## Moving forward →

The EYPDP showed that an evidence-based, nationwide programme of training for early years practitioners could make a big difference – and that there is real appetite for this kind of learning among the early years workforce. As the Government works to give every child the best start in life, this matters. For us, too, the EYPDP has been a fantastic opportunity to learn how to deliver a large-scale online programme at scale and at pace.



<sup>2</sup> Department for Education, Government Social Research. (June 2025). Evaluation of the Early Years Professional Development Programme (Phase 3): Research report. [https://assets.publishing.service.gov.uk/media/686bda4c2557debd867cbd83/EYPDP3\\_evaluation\\_report-03.07.25.pdf](https://assets.publishing.service.gov.uk/media/686bda4c2557debd867cbd83/EYPDP3_evaluation_report-03.07.25.pdf). Accessed 4 November 2025.

<sup>3</sup> *ibid.*

## Digitising our training

We are passionate about using digital technology to give more education professionals the knowledge they need to support children's development, from early years to secondary education and beyond. Our online Learning Centre is part of our strategy to grow the reach of our training and has now been running for two years, helping school and early years staff and others gain the knowledge and skills they need to support children and young people. In 2024/25, our goal was to continue to grow the Learning Centre by building bundles of learning for different age ranges, beginning with our Primary Bundle.

This bundle's eight courses cover supporting children to communicate in the classroom, social communication, speech and language challenges and mental health and wellbeing, speech sound skills, and more. We released these resources from April onwards, allowing people to subscribe annually to a package of learning.

### **Moving forward** →

In autumn 2025, we will introduce new 20-minute Lightning lessons, so subscribers can learn in a way that suits them. We will also release our Early Years Bundle and grow our subscribers further so that as many professionals as possible can benefit from our resources and help more children thrive.



## Our programmes for schools and nurseries

Some children need more help with talking and understanding words than others. Our programmes and projects in schools and nurseries are designed to provide that help. They can be delivered by non-specialists, including school and early years staff and teaching assistants, and have a real impact on children and young people's speech, language, and communication skills. An incredible 86,208 children and young people took part in our programmes and projects this year.

### **Spotting challenges in Wales**

For children to get the help they need, parents, carers, and school and early years staff need to be able to spot that they are struggling with talking and understanding words. We are delighted that the Welsh Government has recognised the need for - and commissioned - a free screening tool for use with pre-school children in Wales to help with this identification.

This tool will help health visitors spot when children are facing challenges with speech and language, which could be transformative for children, young people, and their families. This year, we have continued to work with Cardiff Metropolitan University on this project. We have built a strong understanding of how the tool will work so that we can develop effective, engaging training on how to use it as the project develops.

### **Moving forward** →

In 2025/26, we will do follow-up research with the families that are involved in the project's trials and begin to develop training for health visitors on using the tool.







## What is Early Talk Boost?

Early Talk Boost is a group programme that helps children aged three to four catch up with their classmates when they're struggling with talking and understanding words.

## Early Talk Boost in Ireland

A highlight this year has been the roll-out of Early Talk Boost in Ireland. The Irish Government had been focusing on support for children in areas of disadvantage at the early years stage. In particular, they were looking for programmes that could support early language – like Early Talk Boost. The Irish Government engaged Mary Immaculate College to do a preliminary study on how Early Talk Boost might work in their communities. This had fantastic results, and we have since supported the roll-out of Early Talk Boost to 60 settings. The Irish Government has trained 77 licensed tutors with us since January 2024, who will provide follow-up support to help settings embed practice.

*"Early Talk Boost is being rolled out across Ireland as part of the Government's Equal Start programme. Staff from ELC [early learning and childcare] settings, Better Start, HSE [Health Service Executive], and Tusla are fully engaged in this process."*

*"In 2025, there have been multiple trainings and programme implementations as we aim to embed Early Talk Boost in approximately 650 pre-school settings. Tutors and practitioners are finding the training and implementation to be a really positive experience and the children's outcomes across the parameters measured are inspiring. Most importantly, everyone is enjoying this fun and valuable programme. We look forward to more positive outcomes in 2026."*

Suzanne, a speech and language therapist who works for the HSE in Ireland and has been closely involved in managing the programme's roll-out and in training tutors.

## Moving forward →

The Irish Government has committed to invest in rolling out Early Talk Boost to up to 800 settings over the next three years, from the 2025/26 academic year onwards.

## Redeveloping Talk for Work

This year, we have been working on phase 1 of a project to develop and evolve our Talk for Work programme for children and young people at secondary schools and colleges. We engaged with young people, practitioners, and employers to get feedback and understand how we can improve Talk for Work. We looked at things that might be needed alongside the programme and spoke to employers, too. In particular, we were interested in what else employers might need to help them develop communication-supportive workplaces.

### Moving forward

In 2025/26, we'll move onto phase 2, using what we have learnt to co-develop a toolkit that helps employers support young people who have speech and language challenges.

## What is Talk for Work?

Talk for Work helps students aged 14 to 18 who have speech and language challenges get ready for the workplace.

## Learning together

We provided **20,687** learning opportunities for professionals who work with children and young people in 2024/25. That included:

- 1,483 professionals who took part in free training through the Early Years Professional Development Programme.
- 5,340 professionals who we trained as part of our place-based projects, from Newcastle to Kent.
- 1,454 professionals who trained with our licensed tutors.

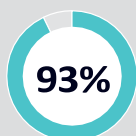


**2,220 professionals** accessed our online training.



**10,190 users** registered on the What Works tool.\*

### And most importantly:



**93%** of professionals said they will change their practice as a result of Speech and Language UK training.

\* Run in partnership with the Royal College of Speech and Language Therapists, What Works helps practitioners to identify evidence-informed programmes and approaches to support children and young people with speech and language challenges.



# Generating new practices from our two special schools

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Our two special schools – Meath School in Surrey and Dawn House School in Nottinghamshire – give children with complex speech and language challenges the education they need and deserve. We generate new practices at Meath and Dawn House and share what we learn, too, so that thousands more children can benefit from our expertise and experience.





## An 'Outstanding' education

This year, both schools have continued to provide an Ofsted 'Outstanding' education for our pupils. Dawn House's education inspection received an 'Outstanding' rating in all areas this year, with no areas marked for improvement. This incredible achievement builds on its decade-long 'Outstanding' rating for the education it provides. As Dawn House covers both primary and secondary education, we focus a lot on preparation for adulthood, with vocational courses in everything from animal care and hair and beauty to motor vehicle maintenance and construction. So, we were very pleased to see Ofsted comment that students at Dawn House "thrive in school and beyond".

*"Pupils receive an exceptional education at this transformative school."* Dawn House Ofsted report, July 2025

At the same time, we have increased pupil numbers at Dawn House so that we can give more children the opportunity to access an outstanding education. This includes pupils at our Chimes unit, who have often spent a year or more out of education before they join us. Despite them having faced challenges before Dawn House, 100% of our departing students went on to employment, education or training last year - proof that with the right support children can and do succeed.

So many things come together to help our pupils achieve fantastic outcomes at both our schools. A huge range of professionals work together effectively to support children, and the right environment and funding are crucial, too. With pupil numbers increasing at Dawn House, this has meant refurbishment of our site to create two more classrooms and improvements like a new gym. We have also worked with professional services network EY, as part of our membership of Social Business Trust, to remodel our school fees to make sure that we are charging fees that reflect our true costs. Pro bono consultancy support has helped us to analyse income generation opportunities across our two school sites. And we have met with local authorities and strengthened community relationships, too.

### Moving forward →

Our commitment to supporting our pupils and providing them with a truly excellent education is unwavering. In the coming year, we will raise funds to improve both sites so that we can continue to offer what our pupils and communities need.



Dawn House School



Dawn House School



Meath School

## Sharing our skills

We want to make sure that other pupils nationwide can benefit from the incredible work at our schools. This year, we have focused on Pre-phonics Boost, a digital programme that gives children the building blocks to use phonics and learn to read. The programme was developed at our ‘Outstanding’ primary school, Meath, involving staff from across the organisation. It is now used daily with pupils at the school and has been trialled in more than 10 mainstream schools nationwide. Because the programme is digital, we can share this practice nationwide, so that more children can benefit. This is the biggest project that we have done involving our schools and our national teams, a new way of working that has been a success.

We explored launching a speech and language schools partnership so that schools specialising in this area could come together to share practice. However, the Government’s emphasis on reforming the system of support for children with special educational needs and disabilities (SEND) has required us to focus our resources and partnership working more on this area in the medium-term.

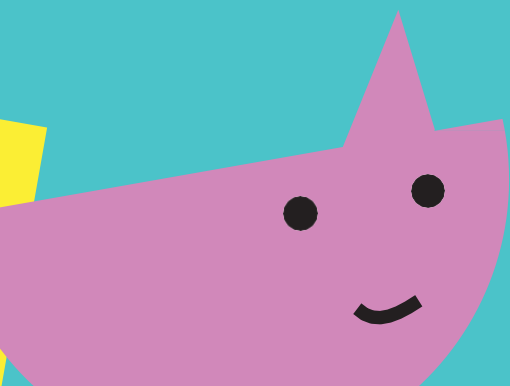
## Moving forward

Our Pre-phonics Boost programme will launch on our Learning Centre in autumn 2025. With 2026 being the Government’s National Year of Reading, we hope that this sees a real investment in the foundations of children’s early literacy skills. We will continue to explore how professional visit days to both schools can help inspire, educate, and support other professionals. This may include developing a training centre or another professional learning space.

## Our schools in numbers

**Our two special schools supported 184 children and young people with complex speech and language challenges.**

- **73% of children’s speech and language therapy targets at Meath School were met or exceeded.**
- **75% of children’s speech and language therapy targets at Dawn House School were met or exceeded.**





# Advice for families and young people

When a child is struggling with talking and understanding words, it can be difficult for their family to know how to help them – or where to get support. Through our advice to families this year, we helped **180,972 families** build their confidence and skills.



## Learning at home

Families have a crucial role to play in supporting their children's speech and language development. But to make a difference, they need to know what they can do to help. That's why this year we continued to work on our home learning environment project in partnership with Future Narratives Lab and funded by the Department for Education. Through focus groups and an online survey with more than 1,000 parents and carers, we explored how we talk to families about talking. What information do they need? How can we reach them in the right way, with messages that resonate? We developed eight key messages for parents and carers, which launched in January 2025 on our website.



## Moving forward →

In 2025/26, we will be expanding the toolkit that is available, as well as continuing to work on promotional materials so that we can reach more families with our messages.



## Advice line and webinars

Our free advice line and webinars continued to give families vital support. This year, **1,370 families** benefitted from an advice line call with an expert speech and language adviser. We have worked to increase the capacity of our advice line this year, in response to increased demand. By offering weekend and evening sessions, we have been able to enhance our flexibility and the way we give advice, as well as making it possible for more couples to join calls together. We have started a pilot programme to work with more volunteers and boost our advice line capacity even further.

**455 families** attended at least one of our Talking with your toddler webinars, which are a brilliant, accessible way to get advice and guidance. Our other webinars - for example, on social communication - have remained popular, too.

*"That's what I found the most beneficial from the social communication webinar, actually getting those practical steps and little changes that I could be making and knowing that reassurance that actually I was doing a lot of the right things."*

Charlotte, who joined one of our webinars

*"[The call was] on time and the adviser was lovely and really approachable, was chilled about the information shared, the call was led by me."*

Parent who used our advice line

*"[The adviser was] very friendly, empathetic and helpful, and useful advice was shared."* Parent who used our advice line

### Moving forward

Next year, we will explore different ways to reach even more families through our advice line - for example, by introducing a chat function. Creating more resources for families will be a priority, particularly on Developmental Language Disorder. We will also develop more content that is designed specifically for young people.

We're working with the Local Government Association to roll out our Talking with your toddler guided webcasts to libraries, too. Library services in eight local authorities have signed up to take part and will be running sessions with parents and carers in libraries using our resources.

## Our advice in numbers

We supported **180,972 families** through our family advice and guidance, including:

- **146,798 families** through our online progress checker and family advice pages.
- **1,370 families** through our free advice line.
- **455 families** attended at least one of our Talking with your toddler webinars.

Our assessment centres completed **110** in-depth speech and language assessments.



# Pressure on politicians

Every year, our work directly helps hundreds of thousands of children and young people. But with a record two million children now struggling with speech and language challenges, there is much more to be done. That's why putting pressure on politicians and campaigning for change is so important. By influencing change at the highest levels, we can make sure that the next generation can thrive. And a new government coming into power represented a huge chance to shape future direction.



## Engaging with parliament and government

Speech and language challenges are not always well-understood by policymakers or parliamentarians. But it's vital that both truly comprehend the scale and range of speech and language challenges that can hold children back when they are left without the right support – as well as the solutions that can unlock children and young people's potential.



We have worked hard this year to help parliamentarians and policymakers build this crucial understanding. We met with then-Early Years Minister, Stephen Morgan, and secured a visit for him to a setting in Newham to see one of our Talk Boosts in action and the difference it made to children's lives. One parent described how her child was now almost over-talkative after going through the programme. We also hosted two information sessions for MPs. We talked about the challenges that children and young people in their constituencies are facing and explained more about speech and language challenges, support, and solutions.

30% of children with special educational needs are recorded as having speech, language, and communication challenges. Yet often, this huge group of children is ignored and forgotten in discussions of the SEND system. When we heard this year that the Government is planning long-awaited reforms in this space, we turbo-charged our influencing work. We took a leading role in the 130-strong Disabled Children's Partnership (DCP), with our CEO becoming one of two vice-chairs. This allowed us to meet the Secretary of State for Education, Bridget Phillipson, multiple times and set out both our concerns about the rumoured changes to education, health and care plans and positive proposals to make the education system more inclusive.

We have also responded to opportunities for change like the Curriculum and Assessment Review and the new Ofsted framework, as well as to Select Committee enquires, taking every opportunity to raise awareness and share our thoughts.

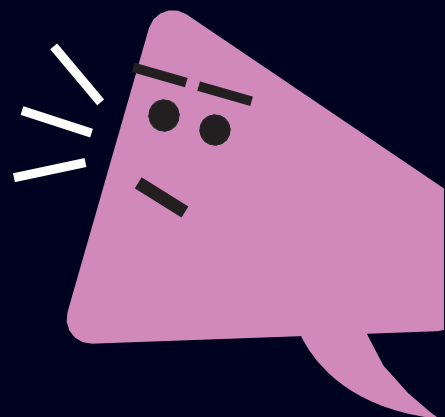


Stephen Morgan and Jane Harris

## Moving forward

We are awaiting the publication of the Government's Schools White Paper in 2025/26. Our ongoing engagement with Parliament will be crucial in making sure that the needs, experiences, and ideas of the roughly 800,000 children with lifelong speech and language challenges are not forgotten. We will continue to strengthen our relationships with MPs by attending party conferences, organising meetings, and amplifying young people's voices.

When children and young people get support early, it can stop them reaching crisis point or needing more expensive support later on. We will continue to advocate for better tools and training in mainstream schools, enough specialist schools and staff, increased training for families, and continued statutory guarantees of support for children with complex speech and language challenges.



## Working in partnership

Speech and language challenges do not exist in isolation – and neither do we. Working with partner organisations broadens our experiences and our expertise, allowing us to achieve more. And recognising the connections between speech and language challenges and other areas of policy does the same.

This year, we worked with the Centre for Mental Health on a joint report and position paper. The parliamentary launch of this report helped to secure a clear political consensus that mental health support teams must be trained to understand communication challenges and to support children and young people effectively when they're struggling. This bolstered the report's practical recommendations around integrating non-talking therapies (like creative arts) into service delivery.



We also worked with our partners to launch the Speech, Language and Communication Alliance (SLCA). In February 2025, our launch event in Parliament, hosted by Lord Touhig, had more than 100 attendees, including MPs, Lords, and stakeholders from the alliance and wider sector, together with children and young people. In September, our CEO, Jane Harris, was voted co-chair of the SLCA, alongside Stephen Parsons. They are supported by a steering group with representatives from Speech and Language UK, Afasic, Communication Matters, Deaf Choices UK, Talking Mats, NAPLIC, and the National Literacy Trust.

## Moving forward

As campaigning around SEND reform gathers pace in autumn 2025, we will continue to work closely with partners, particularly at the SLCA and the DCP. In late 2025, DCP and the SLCA will launch a joint report focusing on the economic case for providing earlier support for children with speech and language challenges.

## Our campaigns

Too many families tell us that their children have been punished at school because of their speech and language challenges. They are given instructions they don't understand and then end up being 'sanctioned' for not following them. As a result, in April 2025, we launched our new campaign, Support not sanctions. This included new data we commissioned from YouGov, which revealed that 78% of teachers said children with speech and language challenges were being unfairly punished at school.

Our report called on the Government to:

- train every teacher to recognise and support children with speech and language challenges
- revise government guidance for schools on behaviour so that schools have to develop fair and flexible behaviour policies
- provide teachers with proven tools to help children communicate effectively
- implement targeted group programmes for children struggling with their speech and language at every key stage, rather than focusing only on reception.

More than 7,600 supporters signed our petition to make schools fair for all children, and the campaign achieved more than 192,000 impressions across our social channels (as of October 2025). The report also featured stories from children, parents, and teachers, as did our emails, social media posts, and webpage about the report.

*"Ellen was often shouted at for daydreaming. She was punished, not allowed out at break time because she had to finish her work. She wasn't daydreaming. It was an overload of work on her brain, and it was taking all her energy just to keep up with things."*

Róisín, Ellen's mum

## Moving forward

In autumn 2025, we will kick start our campaigning around SEND reform by launching our own alternative white paper to ask the Government to press SEND on a fairer future.

## Our policy and campaigning work in numbers

**95 meetings** with policy makers and parliamentarians



**35 member organisations** of the newly formed Speech, Language and Communication Alliance



# Fundraising and awareness

We have continued to increase our visibility, raise awareness, and reach new audiences this year, giving us strong foundations to build on in 2025/26.



## Diversifying our income

In line with our fundraising strategy, we continued to diversify our income in 2024/25. 4,769 people signed up to take part in No Pens Day, our schools-based fundraising campaign. And we were delighted to launch a brand-new challenge event, The Big Silence. This is the first challenge event that we have developed as an organisation, and it was our most successful fundraiser to date in terms of funds raised from a one-off cash appeal. We learned that bringing more meaning into a challenge can create an attractive proposition that people wanted to get involved with. It makes the issue come alive.

*"[The Big Silence] is an important way to raise awareness of different forms of communication. It's also a really important way to raise money to improve children's lives."* Jane Harris, our CEO, who took part in The Big Silence

*"The speech and language side of my daughter's life is humungous. So being able to bring awareness to that and to have an experience of what it's like myself was quite the eye-opener."* Carly, one of our silent superstars

## Moving forward

Later in 2025, we will launch another new challenge event, building on our learnings from The Big Silence. Sign up to sing will be a sponsored, signing singalong – giving fundraisers the opportunity to learn a song using Makaton, get into the festive spirit, and make a difference. We are also looking forward to The Big Silence 2026.

## Engaging with young people

We're committed to making sure that the views of children and young people with speech and language challenges are at the heart of all we do, and that they're heard by everyone. Children who struggle with talking and understanding words should have a say in our work, following the principle of 'nothing about us without us'. By listening, we can create products, resources, and campaigns that better meet their needs. That's why, this year, we appointed our first Young People's Engagement Officer, aiming to build stronger connections with young people and their families and centre their experiences in our fundraising, campaigning, and storytelling. We also worked with a consultant to develop a new framework to support our engagement with children and young people with lived experience of speech and language challenges – and adults, too.

The framework is designed to be used by anyone at Speech and Language UK when they're working with children and young people. It can help us make sure that the work we're doing together is informed and meaningful. Our organisational values are at the core of this framework, which lays out our spectrum of participation. It includes five different ways that we might involve children and young people in our work: by **sharing information** with them; by **consulting** and having conversations with them; by **engaging** with them; by **co-designing** solutions; and by **co-producing** those solutions.

### Highlights this year have included:

- supporting Abrax, a young person with lived experience of speech and language challenges, to write a statement about his experiences of education
- supporting Siouxsie, a young person who has Developmental Language Disorder, to attend one of our trustee board meetings and share her experiences and ideas
- working with young experts by experience to ensure our materials and communications are accessible, engaging, and relevant
- running a webinar on SEND reform for staff from local councils, the NHS, charities, and schools, where two parents shared their lived experiences of raising children who have speech and language challenges.



### Moving forward →

In 2025/26, we will implement and embed this framework, exploring how we can involve children and young people in our work and what that engagement might look like. For example, we will work more closely with children and families at our schools and showcase more young people's stories online.

## Our school websites

Having already redeveloped our national Speech and Language UK website in 2023/4, this year we focused on Dawn House and Meath's websites. In line with our digital strategy, we wanted to make sure that both sites were built with user needs front and centre, so that every website visitor has a positive experience. Colleagues from our national teams and schools worked with an agency on this project, and pupils from Dawn House got involved, too.

### Moving forward →

Our redeveloped websites will give us crucial data, helping us to understand how our sites are used and navigated, so that we can optimise and improve what we offer.



## Reaching new audiences

Our digital channels have seen real success this year, with growing audiences and a broader awareness of the issue. On Instagram, we have seen an audience growth rate of 100.7%, largely driven by a viral post in July of our CEO giving evidence to the Health and Social Care Committee. This received more than 343,000 views (and counting). It's clear that our audiences are desperate for change.

They want parliamentarians and policymakers to recognise the scale and impact of speech and challenges and to act - and they want government to be held to account.

In line with our organisational values, we have been braver in our content, particularly in relation to our policy asks, evolving our engagement with our community by being more disruptive, where appropriate. We have also started testing the use of SMS to contact our supporters, as we know there is a demand for this. And since improving our email data, we have seen a steady increase in our email open rates.

We have also seen an increase in our media coverage. We have been cited in and asked for comment more frequently in stories around policy achievements, for example, which has been important in raising our public profile and expanding our reach.

### Moving forward →

We will continue to take a test and learn approach to our digital channels by trialling platform-specific content and experimenting with new approaches.

## Our reach in numbers

- 1,120,437 people on Facebook
- 1,129,391 people on Instagram
- 295,140 people accessing our website
- 279,445 people on TikTok
- 304,178 people on LinkedIn
- 305,247 people on X

And we had 364 pieces of known media coverage, with a potential reach of 1,459,184,721.



# Culture and infrastructure

Our staff make us who we are. They are committed, passionate, and talented, and they are responsible every year for changing thousands of young lives. It's important to us that our staff feel safe, valued, and inspired and that we give them the tools to thrive.





## Embedding our values

This year, we have worked to embed our values into our recruitment, supervision, appraisal, and exit processes. We launched our People Hub, giving our teams a more efficient self-service system that meets their needs. We have added our values into our appraisal process, making it easier for teams to see how their roles make a difference. We are working to include our values in the recruitment process, too, and to implement an applicant tracking system on our People Hub to improve end-to-end recruitment. Updating our flexible working policy has led to an increase in requests for flexibility and in confirmed changes to working patterns. We hope that this gives staff a way to balance their home and working lives more easily. We were also delighted to create five new apprenticeship roles in our national teams, across communications, fundraising, accounting, and office management. Through these roles, apprentices will learn, gain vital work experience, and get a qualification that can kick-start their careers.

### ***Moving forward*** →

We will continue to embed our values across our work, finding new ways to engage and inspire staff. For example, we will work on a template that asks people to reflect on our values as they write formal reports to the board and the senior management team so that they are part of all our decision-making.

## Our pay bands and non-pay benefits

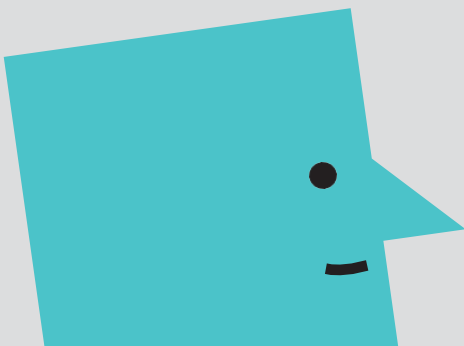
In 2024/25, we joined a charity mentoring scheme. Staff members can enrol as a mentor or mentee, learning from others and sharing their own experiences. These networking opportunities can be invaluable, for individuals and for organisations. We have also increased our use of the Perkbox platform. Through Perkbox, employees receive 10 flexi-points each month that can be used against purchases. It allows staff to celebrate one another on our Celebration Hub, too, and its Wellness Hub offers health and wellbeing webinars, meditations, workout videos, and more.

We developed our Employee Appreciation Day to celebrate the achievements of staff across the organisation. Staff can nominate others for an award based on our values, creating a wonderful opportunity to showcase achievements. We have also trained a group of menopause champions, who can offer support and guidance, and updated our wellbeing page to highlight the work we're doing in this space.

Having reviewed our pay bands, we have moved away from a fixed pay band structure to having a single pay spine as part of 2024/25's pay review. We have also continued to offer cost of living pay increases to our staff.

### ***Moving forward*** →

We will continue to consider how we can improve our internal communications so that staff feel supported, engaged, and informed. We will also continue to review our full cost recovery model and work on the implementation of our governance action plan, based on the independent governance review in 2024.





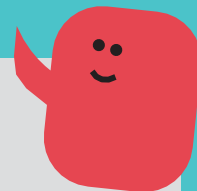
# Our future plans

Looking ahead, we will continue to focus on the five areas laid out in our strategy.

## 1. Make speech and language more central to more schools and nurseries' everyday practice.

### In 2025/26, we will:

- launch our new Pre-phonics Boost programme and share our guidelines on good practice in setting up resourced provision in mainstream schools
- launch our consultancy offer, providing bespoke, cost-effective ways for schools, settings, multi-academy trusts, local authorities, and national bodies to help children with speech and language challenges in their area
- support the ongoing evaluation of Early Talk Boost by the Education Endowment Foundation
- develop a new version of our Early Talk training for childminders, in partnership with Coram PACEY
- continue to work on place-based projects in Tower Hamlets, Sunderland, South Tyneside, and Hartlepool
- deliver the public and patient participation and training elements of the Welsh screening tool and the Early Years pathway projects
- deliver the Early Years SEND training programme in partnership with the Council for Disabled Children, Contact, Dingley's Promise, nasen, and the Early Childhood Unit at the National Children's Bureau.



## 2. Develop our two schools so they provide the best possible education to students and develop resources for other schools to learn from.

### At our schools, we will:

- continue to make sure that the education and residential services we provide to our pupils remain of the highest possible standard
- pilot paid-for, structured visits to our schools, beginning at Meath and including outreach work through our assessment centre at Dawn House
- start to review the evaluation of our work in schools to improve evidence of value for money
- use the learnings from Pre-phonics Boost to scope out future work on sharing our schools' practice and begin working on this
- finalise proposals for capital development work at Meath.



# 3.

Make knowledge of speech and language development and how to support children with challenges central to more families' lives.

**We will focus on:**

- testing our messaging for families in at least two local authority areas to build evidence and make a case for future government investment in promoting messages like these
- creating videos for children over three for our progress checker so more families can get vital advice without waiting for referrals
- developing website advice content for young people
- expanding our pilot of using volunteers to increase capacity on our advice line, so that more families can have access to this life-changing guidance
- strengthening our evaluation framework for digital advice for families and young people
- developing a longer-term advice strategy, based on what families and young people want from us.



# 4.

Make speech and language more central to government policy and increase the visibility of speech and language challenges in public debate.

**With proposed SEND reform on the horizon, we will:**

- launch our own alternative white paper and ask our supporters to share this with their local MP
- work with our partners, joining a rally in Parliament Square led by DCP, and continue our campaigning ahead of the Government's forthcoming Schools White Paper in early 2026
- publish research on the economic benefits of providing early support, in collaboration with the SLCA and DCP
- analyse and respond to the Schools White Paper
- develop guidelines for speech and language resource provision in mainstream schools, in collaboration with Afasic and NAPLIC
- centre young people's voices and stories in our campaigning
- continue to build relationships with relevant ministers and officials
- take an agile approach as we respond to policy events and announcements.

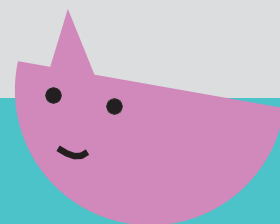


## 5.

Continuously refresh our infrastructure, funding model, and culture to fit a twenty-first century, responsive, values-driven charity.

**To maximise our impact, we will:**

- continue to raise the profile of the issue of speech and language challenges and of Speech and Language UK through traditional and social media
- improve how we gather and feature young people and families' stories, boosting our ability to communicate the issue and our impact
- seek funding for new products and product extensions, including Emotional Language Talk Boost and further development
- continue to diversify our public fundraising and to develop more corporate sponsorship opportunities
- commission independent reviews of our safeguarding practice, cybersecurity, and data protection, and finish the implementation of our new HR system
- begin a review of our learning and development approaches and of our non-pay benefits, plan a new staff survey, implement our governance action plan, and launch a tender process for our IT support services
- improve our single sign-on capability on our Learning Centre and website, upgrade our tracker, and work to make our licensed tutor network more efficient
- review both our internal communication practices and our investment policy.





# Financial review

## Overview

For the year ended 31 August 2025, we are reporting a deficit of £497k (2024: £1,069 surplus). Please note that the prior year covered a 17-month accounting period, so all comparative figures reflect this extended timeframe.

The deficit is primarily driven by:

- completion of a major contract (EYPDP)
- lower-than-anticipated fundraised income, impacted by the high ongoing cost of living and increased competition for institutional income
- timing differences on product sales, with some income deferred to the 2025/26 financial year.

Income moved from approximately £21.1m in 2023/24 to £13.8m in the current year. On an annualised basis, the prior year would have been £14.9m, indicating a reduction of just over £1m.

Despite this, school income increased by approximately 14% on an annualised basis, driven by a significant rise in pupil numbers. Both schools are now close to capacity. A benchmarking exercise early in the year supported full financial recovery and enabled fee increases for new students.

This growth was offset by:

- significant reductions in programme delivery income, following the termination of the EYPDP
- lower product sales and fundraised income, reflecting the challenging economic environment.

## Expenditure

Expenditure moved from £20m in 2023/24 to £14.3m. On an annualised basis, the prior year would have been £14.1m, showing costs increased slightly by £0.2m. Increasing workforce costs were balanced by reduced programme delivery costs after completion of the EYPDP.

## Financial results

After accounting for unrealised investment losses, the net deficit stands at £515k (2024: £1.362k surplus) and general funds (unrestricted funds excluding designated funds) are £2.4m (2024: £2.4m).

The financial results for the year reflect a deliberate, multi-year strategy by the trustees to invest in the organisation's long-term growth, resilience, and impact. The decrease in annualised income and the reported deficit of £497k for 2024/25 were both anticipated and form part of a planned approach to strengthen our capacity and infrastructure. This investment phase, which began in 2024/25 and will continue into 2025/26, is focused on supporting key initiatives such as staff development, fundraising, programme delivery, and essential upgrades to our systems and facilities.

## Subsidiary performance

The group includes a wholly owned trading subsidiary, Speech and Language UK Services Ltd. The principal activities of the company are the supply of educational and assessment services for children with speech and language challenges. During the year, the subsidiary performed as expected. It generated a surplus of £115k, which was donated to the charity via Gift Aid.

## Movement in funds

After unrealised losses on investments, funds at the end of the year were £8m (2024: £8.5m).

During the year, restricted funds decreased by £322k to £413k (2024: £735k). This reduction primarily reflects the identification of instances where expenditure had been made or assets purchased in prior years, but the corresponding restricted funds had not previously been released.

Endowment funds decreased to £3.37m (2024: £3.47m), due to unrealised investment losses during the year.

Unrestricted funds decreased to £4.22m (2024: £4.37m), in line with the planned deficit for the year. This decrease was partially offset by the release of restricted funds following the review and adjustment described above.

## Fundraising

### *Disclosure under The Charities (Protection and Social Investment) Act 2016*

- Our charity is registered with the Fundraising Regulator and complies with the Fundraising Regulator's Code of Fundraising Practice and all legal frameworks, as well as professional good fundraising practice.
- During the year, there were no breaches of fundraising standards or law. One complaint was received, investigated and resolved. (2024: 2).
- Our charity implements a robust privacy and GDPR policy (with associated systems and actions) to ensure privacy and data are handled correctly and fairly.
- Our charity is committed to ensuring that vulnerable people are protected. Fundraising activities are carried out in a way that does not put undue pressure on any individual to give money or property.
- Our charity works with professional fundraisers (mainly telephone fundraising agencies) and has agreements in place that comply with the Charities Act 2011. Our charity monitors fundraising activities through regular reports, review meetings, and spot checks to ensure that fundraising activities are carried out in line with the Code of Fundraising Practice and our charity's values.

## Volunteers

Our charity could not achieve its mission without the help of our team of volunteers. People give up

their time to help us raise money and support our fundraising efforts, as well as helping in our schools and on our advice line to ensure that children who have challenges in talking and understanding words get the help that they require. We are indebted to our volunteers who make a real impact in helping us to achieve a world where all children have the communication skills they need to fulfil their full potential.

## Performance

During 2024/25, the charity continued to navigate a challenging economic environment, with income volatility driven by ongoing high living costs, evolving government policy, and sector-wide changes. While school fee income increased due to higher pupil numbers and agreed fee increases, other income streams – including grant funding and fundraising – were under pressure. The completion

of major contracts, such as the EYPDP, and external economic pressures on fundraising activities impacted results. Recruitment and retention of skilled staff remained a top risk, with high competition in the sector; in response, the charity invested in pay, recruitment marketing, and staff wellbeing. Heightened regulatory requirements and the need for robust cybersecurity led to further investment in certification, insurance, and IT upgrades.

## Factors likely to affect future performance

Looking ahead, several factors are expected to shape future performance:

- Continued economic uncertainty and the high cost of living may affect fundraising and contract income.
- Changes in government policy, particularly around SEND reform and their strategy, Giving every child the best start in life, present both opportunities and risks for the charity's schools and national programmes.
- The end of time-limited projects, such as the EYPDP, will reduce unrestricted income, requiring careful management of staffing and resources.
- Ongoing challenges in recruiting and retaining skilled staff, as well as increasing regulatory and cybersecurity demands, will require sustained investment.

Despite the above, our reserves remain strong, with funds available to support future investments.

## Future plans

The 2025/26 budget proposes a further planned deficit to continue to enable strategic investment in staff and programme delivery, supporting growth, impact, and influence. Key initiatives for the coming year include:

- influencing policy to ensure the best outcome for children with speech and language challenges through targeted campaigning and government engagement around SEND reform
- launching a proactive consultancy offer to local authorities and partners, aiming to generate new income streams and impact more children as schools and nurseries shift to being more inclusive
- developing fundraising propositions and new products to meet future income targets
- maintaining and improving school provision and

- scoping future capital requirements
- developing new advice content for families and young people, and piloting new digital and outreach initiatives
- completing key infrastructure projects relating to HR, finance, and IT systems.

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## Future direction

The charity's approach to budgeting and risk management remains prudent, maintaining reserves above target levels and avoiding use of endowment funds for operating costs. Flexibility is built into the budget, allowing for further cost controls if anticipated opportunities do not materialise. Strategic use of reserves is guided by sector best practice, targeting investments at areas with the greatest potential for long-term benefit, such as influencing policy, developing new products, and safeguarding school income. Ongoing reviews of investment performance, risk management, and operational processes ensure that resources are allocated to best effect and that the charity remains resilient in the face of uncertainty.

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## Reserves policy

Our charity maintains reserves to ensure we can continue to fulfil our objectives and withstand periods of financial uncertainty. To achieve this, the trustees seek to maintain unrestricted general funds at a level that provides financial stability and supports our ability to deliver on commitments. We have restated the prior year's results to provide greater clarity on fund allocation, including endowment funds. This restatement does not affect the overall reported results for 2023/24.

### Endowment fund

The charity holds permanent endowment funds with a value of £3.4m. These funds are legally restricted: the capital must be held in perpetuity and cannot be spent on the charity's day-to-day operations. For this reason, the trustees do not include endowment funds within the reserves policy or within the calculation of unrestricted general funds. Income arising from the endowment investments is applied in accordance with each fund's charitable purpose and is treated as unrestricted unless the terms of the trust state otherwise. The trustees are currently reviewing the investment strategy for these funds to ensure they are deployed responsibly and in a way that maximises long-term benefit for the charity in line with their original purposes.

Each year, the trustees review the minimum level of unrestricted general funds required, taking into account:

- the need to meet current and future commitments in the face of financial uncertainties, including income volatility and unforeseen costs
- the flexibility to pursue new opportunities that advance our charitable aims
- the potential impact of major risks identified in our risk framework
- the level required for an orderly wind-down of activities in the unlikely event of a catastrophic occurrence
- the ability to support strategic investments and improvements.

Following this review, the trustees have agreed to set a target for unrestricted general funds. For the year ended 31 August 2025, the target was £2.05m (2024: 1.75m), based on our risk assessment and future plans. This target reflects the need to maintain resilience while supporting strategic priorities such as school infrastructure investment, engagement in SEND reform, and supporting income diversification initiatives.

At 31 August 2025, unrestricted general funds stand at £2.35m (2024: £2.36m), which is above the agreed target, allowing the charity to comfortably support investment in 2025/26.

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## Going concern

The trustees have set aside a prudent level of reserves to ensure the charity can continue to operate effectively and pursue growth in a challenging and evolving environment. This year's deficit and next year's planned deficit reflect a planned investment phase. In reaching their going concern assessment, the trustees have reviewed three-year financial models and cashflow forecasts, and will continue to update these as circumstances evolve. The charity maintains unrestricted reserves above target levels and a strong cash position, providing resilience and flexibility to respond to future challenges. Designated funds, endowed funds and recent infrastructure investments further strengthen our ability to deliver on our objectives. The trustees are confident that, with these measures in place, the charity will be able to meet its obligations and continue its activities for the foreseeable future.



## Investment policy and performance

The primary objective of our charity's investment policy is to maintain and grow the value of funds in a way that supports our short- and long-term objectives while aligning with our ethical values. Our investments are managed to balance financial return with responsible stewardship, ensuring funds are deployed in line with our charitable purpose.

Our main investments are held in an ethical charity fund through an open-ended investment company (OEIC), which has performed strongly during the year with unrealised gains of £84k (2024: £54k). Endowed funds, however, remain invested in common investment funds, which have delivered weaker returns with an unrealised loss of £102k (2024: £239k gain). We continue to monitor both portfolios closely to ensure they meet our performance expectations and risk appetite.

There were no additions to or disposals from investments during the year.

In the coming year, the trustees will undertake a comprehensive review of investment performance and risk levels across both general investments and each individual endowment fund. This review will consider:

- the appropriateness of current investment vehicles
- the balance between risk and return for each fund
- alignment with our ethical investment principles.

Our goal is to ensure that investments continue to provide sustainable growth, support financial resilience, and reflect our commitment to responsible investment.

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## Risk management

The major risks to which our charity is exposed are regularly identified and reviewed by the trustees, with systems and procedures established to manage and mitigate these risks. Risks are reviewed regularly by the Finance and Audit Committee and the board of trustees through the charity's risk register, which is updated to reflect emerging risks and changes in the operating environment.

For the current year, our top three risks are:

### ***Financial resilience: Income***

The charity faces ongoing pressure on income streams, particularly from grant and contract funding, product sales, and public donations. While school fee income remains stable, other sources are under strain. Mitigating actions include investment in product development, diversification of fundraising operations, and exploring alternative markets and partnerships.

### ***Technology: Cybersecurity***

Cybersecurity risk has increased due to evolving regulatory requirements and the need for robust authentication solutions. The charity has achieved Cyber Essentials Plus certification, implemented multi-factor authentication, and secured cyber insurance. Ongoing actions include upgrading devices, piloting new authentication methods, and enhancing staff training.

### ***People: Recruitment, retention and culture***

High competition for skilled staff presents a significant risk. The charity has responded with benchmarking, pay increases, improved recruitment marketing, and a comprehensive people work plan. Future actions focus on developing the employee value proposition, reviewing our learning and development offer, and supporting staff wellbeing.

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## Mitigation of prior year risks

Following the identification of financial management and reporting as a key risk in previous years, the charity has appointed a permanent Director of Finance and IT. This appointment has strengthened financial oversight, improved the development and implementation of financial management systems, and provided strategic leadership for our digital, data and technology strategy. As a result, prior year risks relating to financial stability, reporting accuracy, and forecasting have been significantly mitigated.

Other major risks - including safeguarding, health and safety, brand awareness, and financial controls - continue to be actively managed through established policies, regular audits, and ongoing staff training.

The trustees review the risk register termly, ensuring that all major risks are monitored and that mitigating actions are updated as circumstances evolve. This approach supports our commitment to financial stability, operational resilience, and the safety and wellbeing of our beneficiaries, staff, and stakeholders.

# Our structure, governance and management

Our charity is a company limited by guarantee and is governed by memorandum and articles of association which were last amended on 11 June 2024. Our charity operates in the United Kingdom of Great Britain and Northern Ireland. In 2022, as the result of a significant brand review, our charity started to trade as Speech and Language UK, which is the operating name of I CAN Charity.

Under company law, the trustees of our charity are the directors of the charitable company and together form the council. Trustees are recruited by the board of trustees and vacancies are advertised on our website and through other channels depending on the specifics of the role. Trustees are elected by the members for terms of three years, and may serve for three such terms of office or additional terms of one, two, or three years in exceptional circumstances subject to rigorous review and where there are no more than two such council members serving more than nine consecutive years on the council at any one time. The council will explain the reasons for any appointment made in exceptional circumstances in the annual report.

Trustees are recruited to ensure an appropriate balance of skills, experience, and diversity. New trustees receive a formal induction, including briefings on governance responsibilities, safeguarding, finance, and the charity’s strategy. The board periodically reviews its effectiveness and committee structure to ensure robust oversight.

New trustees are inducted into our charity through a series of meetings with our senior management team and, during the year, new and existing trustees meet to review our charity’s operations and plans.

To enable the council to carry out its responsibilities in the most effective way, it has established a number of committees to focus on certain key areas as follows:

Committee	Number of meetings held during year
Finance and Audit	3
Income and Engagement	3
Policy and Programme Development	3
People and Remuneration	3

Where our charity charges for its services, the price is agreed with each local authority or other relevant body and the prices charged are based on the principles of full cost recovery. The agreed or anticipated prices are factored into business plans and income forecasts. The credit risk on these amounts is low as the majority of customers are local authorities.

Salary levels are set by reference to a pay benchmarking scheme that considers prevailing market rates. Salary changes are communicated to staff each year during the annual salary review process. Other costs are controlled by contract negotiations and competitive tendering with suppliers for major items of expenditure. Our charity has no long-term borrowings and, if necessary, the investment portfolio could be realised at short notice.

Our charity’s trading subsidiary, Speech and Language UK Services Limited, which supplies educational and assessment services for children with complex speech and language challenges, has been consolidated into our charity’s financial statements. The charity and the subsidiary have a formal service level agreement that sets out the basis for recharges from the charity for shared central functions, including HR, IT, finance and governance support. In line with group policy, any annual surplus generated by the subsidiary is donated to the charity under Gift Aid.

Our trading subsidiary has a separate board to the charity with at least one director, independent of the main board. This board met once during the year.

The education committee is a sub-committee of the board and met six times during the year.

Our charity has an additional subsidiary, Speech and Language UK Ltd, a company limited by guarantee, company number 14369678, which is dormant. Its results are included in the consolidated financial statements.

**Endowed property held by trustees**  
One of the properties used by the charity’s Meath School is held as part of a permanent endowment. In accordance with the terms of the original trust deed, legal title to the property is vested jointly in I CAN Charity and two individual trustees, who hold the legal title on trust for the charity. The charity is the beneficial owner of the property and is responsible for its management and use in furtherance of its charitable purposes.

# Statement of trustees' responsibilities

The trustees (who are also directors of our charity for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising the Financial Reporting Standard 102 (FRS 102), 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming 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 then apply them consistently
- observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards, comprising FRS 102, 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the

group and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended).

They are also responsible for safeguarding the assets of the charitable company and the group and hence 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each trustee in office at the date the trustees' report is approved:

- so far as the trustee is aware, there is no relevant audit information of which the group and charitable company's auditors are unaware
- they have taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the group and charitable company's auditors are aware of that information.

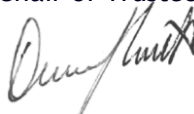
## Public benefit

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in reporting on our charity's achievements, performance and future plans on pages 6 to 26.

**The council of trustees' report (including the strategic report) was approved by the council on 20 March 2026 and signed on its behalf by:**



**Luke Manning**  
Chair of Trustees



**Duncan Smith**  
Treasurer



# Our accounts

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## Independent auditor's report to the trustees of I CAN Charity

### Opinion

We have audited the financial statements of I CAN (the 'parent charity') trading as Speech and Language UK and its subsidiary (the 'group') for the year ended 31 August 2025, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland and the Charities SORP 2019.

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and Parent charitable company's affairs as at 31 August 2025 and of the group incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of The Charities Accounts (Scotland) Regulations 2006 (as amended)

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### 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 and Parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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### 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 group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

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### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report (incorporating the director's report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Group and Parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

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

### **Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement in the Trustees' Annual Report, 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 Group and Parent 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 Group and Parent charitable company or to cease operations, or have no realistic alternative but to do so.

### **Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements
- Enquiry of management and those charged with governance around actual and potential litigation and claims
- Enquiry of management and Trustees around known or suspected instances of non-compliance with laws and regulations and fraud;

- Reviewing the control systems in place and testing the effectiveness of controls;
- Discussion amongst the engagement team regarding how and where fraud might occur in the financial statements and any potential indications of fraud;
- Review of minutes of meetings of those charged with governance; and
- Performing audit work in relation to the risk of management override, including testing of journal entries and other adjustments for appropriateness and reviewing the accounting estimates for bias.

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/auditorresponsibilities](http://www.frc.org.uk/auditorresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Stuart McKay BSc FCA DChA**  
(Senior Statutory Auditor)

For and on behalf of  
**MHA**  
**Statutory Auditor**  
London, United Kingdom

Date: 26/03/2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).



# Consolidated statement of financial activities

For the year ended 31 August 2025

		Unrestricted funds	Restricted funds	Endowed funds	Total 2025	Restated			
		Unrestricted funds	Restricted funds	Endowed funds	Total 2025	Unrestricted funds	Restricted funds	Endowed funds	Total 2024
	Notes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>									
Donations and legacies	2	385	795	-	1,180	519	1,654	-	2,173
Charitable activities	3	9,797	2,610	-	12,407	14,841	3,834	-	18,675
Other trading income	4	83	-	-	83	115	-	-	115
Investments	13, 21	22	-	81	103	18	-	118	136
<b>Total income</b>		<b>10,287</b>	<b>3,405</b>	<b>81</b>	<b>13,773</b>	<b>15,493</b>	<b>5,488</b>	<b>118</b>	<b>21,099</b>
<b>Expenditure</b>									
Raising funds	5	759	-	-	759	767	-	-	767
Charitable activities	5	10,206	3,226	81	13,513	13,833	5,297	133	19,263
<b>Total expenditure</b>		<b>10,965</b>	<b>3,226</b>	<b>81</b>	<b>14,272</b>	<b>14,600</b>	<b>5,297</b>	<b>133</b>	<b>20,030</b>
<b>Net income/ (expenditure) for the period</b>		<b>(678)</b>	<b>179</b>	<b>-</b>	<b>(499)</b>	<b>893</b>	<b>191</b>	<b>(15)</b>	<b>1,069</b>
<b>Transfers between funds</b>		<b>501</b>	<b>(501)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net movement on funds</b>		<b>(177)</b>	<b>(322)</b>	<b>-</b>	<b>(499)</b>	<b>893</b>	<b>191</b>	<b>(15)</b>	<b>1,069</b>
<b>Other recognised gains/(losses)</b>									
Investments									
Unrealised gains/(losses)	13	84	-	(102)	(18)	54	-	239	293
<b>Net movement on funds</b>		<b>(93)</b>	<b>(322)</b>	<b>(102)</b>	<b>(517)</b>	<b>947</b>	<b>191</b>	<b>224</b>	<b>1,362</b>
<b>Funds as at the start of the prior period</b>		<b>4,307</b>	<b>735</b>	<b>3,471</b>	<b>8,513</b>	<b>3,360</b>	<b>544</b>	<b>3,247</b>	<b>7,151</b>
<b>Funds as at the end of the period</b>		<b>4,214</b>	<b>413</b>	<b>3,369</b>	<b>7,996</b>	<b>4,307</b>	<b>735</b>	<b>3,471</b>	<b>8,513</b>

# Consolidated and charity balance sheets

Balance sheet as at 31 August 2025

	Notes	Group		Charity	
		Restated		Restated	
		At 31 Aug 25	At 31 Aug 24	At 31 Aug 25	At 31 Aug 24
		£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Tangible assets	12	2,160	2,250	1,842	2,161
Intangible assets	12	8	12	8	12
Investments	13	4,331	4,349	4,331	4,349
		<b>6,499</b>	<b>6,611</b>	<b>6,181</b>	<b>6,522</b>
<b>Current assets</b>					
Debtors	16	2,739	1305	1,737	1,390
Stock	18	355	342	355	342
Cash at bank and in hand		2,333	3,665	498	1,396
		<b>5,427</b>	<b>5,312</b>	<b>2,590</b>	<b>3,128</b>
<b>Current liabilities</b>					
Creditors falling due within one year	19	3,947	3,427	792	1,154
<b>Net current assets</b>		<b>1,480</b>	<b>1,885</b>	<b>1,798</b>	<b>1,974</b>
Debtors: Amounts falling due after one year	17	17	17	17	17
<b>Total net assets</b>		<b>7,996</b>	<b>8,513</b>	<b>7,996</b>	<b>8,513</b>
<b>Funds</b>					
Endowment funds	22	3,369	3,471	3,369	3,471
Restricted funds	23	413	735	413	735
Unrestricted funds	24	4,214	4,307	4,214	4,307
<b>Total funds</b>		<b>7,996</b>	<b>8,513</b>	<b>7,996</b>	<b>8,513</b>

The financial statements on pages 36-57 were approved by the Council on \_\_\_\_\_  
and signed on \_\_\_\_\_ on its behalf by:



**Luke Manning**  
Chair of Trustees



**Duncan Smith**  
Treasurer

# Consolidated statement of cash flow

For the year ended 31 August 2025

		Year ended 31 Aug 2025	17-month period ended 31 Aug 2024
	Notes	£'000	£'000
<b>Cash flow generated from/(used by) operating activities</b>			
<b>Net cash generated from/(used by) operating activities</b>	<b>A</b>	<b>(1,176)</b>	<b>2,843</b>
<b>Cash flows from investing activities:</b>			
Dividends and interest from investments		103	136
Purchase of property, plant and equipment		(259)	(108)
Purchase of intangible assets		-	(15)
Sale of investments		-	500
<b>Net cash generated from investing activities</b>		<b>(156)</b>	<b>513</b>
Change in cash and cash equivalents in the reporting period		(1,332)	3,356
Cash and cash equivalents at the beginning of the reporting period	B	3,665	309
<b>Cash and cash equivalents at 31 Aug</b>	<b>B</b>	<b>2,333</b>	<b>3,665</b>

## Note A

### Notes to the consolidated cash flow statement

Net income/(expenditure) for the reporting period	(499)	1,069
<b>Adjustments for:</b>		
Depreciation charges	256	421
Amortisation charges	4	3
Loss on disposal of property, plant and equipment	93	61
Loss on disposal of intangible assets	-	27
(Increase)/decrease in stock	(13)	(143)
Decrease/(increase) in debtors	(1,434)	849
Increase/(decrease) in creditors	520	692
Dividends and interest from investments	(103)	(136)
<b>Net cash generated from/(used by) operating activities</b>	<b>(1,176)</b>	<b>2,843</b>

## Note B

### Analysis of cash and cash equivalents

Cash in hand	2,333	3,665
<b>Total cash and cash equivalents</b>	<b>2,333</b>	<b>3,665</b>



# Notes to the consolidated financial statements

## 1. Accounting policies

### i. Statutory information

I CAN Charity, operating as Speech and Language UK, is a charitable company limited by guarantee and is incorporated in England. Registered Charity Number: 210031.

The registered office address is Unit A, The Cube Building, 17-21 Wenlock Road, London N1 7GT, United Kingdom. Speech and Language UK helps children who struggle with talking and understanding words face the future with confidence by creating tools for schools and nurseries, boosting families' skills, collaborating with partners and policymakers to drive action, and running two special needs schools.

### ii. Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards in the United Kingdom, under the historical cost convention (as modified by the revaluation of certain fixed assets) and in accordance with applicable United Kingdom Accounting Standards. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' (revised 2019), FRS 102, the Companies Act 2006, the Charities Act 2011 the Charities Accounts (Scotland) Regulations 2006, and the Charities and Trustee Investment (Scotland) Act 2005.

These financial statements consolidate the results of the charity and its wholly owned Speech and Language UK Services Ltd on a line-by-line basis. They also include the dormant entity, Speech and Language UK Ltd. Transactions and balances between the charity and its trading subsidiary have been eliminated from the consolidated financial statements. Balances between the parent charity and its subsidiary entity are disclosed in the notes to the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented because the charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below. The accounts are presented in GBP and rounded to the nearest thousand.

### iii. Public benefit entity

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

### iv. Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Reserves have been set at a level to ensure that day-to-day operations can be sustained as well as a level of investment in future operations and infrastructure. General reserves are above target levels, and the charity has a strong cash position.

#### **v. Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Investment income is recognised once the charity has entitlement to the income, receipt is probable and the amount can be measured reliably. Income generated from endowment assets is credited to the respective endowment fund in accordance with the fund's terms, unless the terms permit its application as unrestricted income.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

#### **vi. Donations of gifts, services, and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised. Refer to the trustees' annual report for more information about their contribution.

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

#### **vii. Fund accounting**

Funds are held in reserves having due regard to the requirements of the donor and the needs of the organisation.

Endowment funds represent funds, the capital of which is not freely available to I CAN and must be held in perpetuity unless otherwise authorised by the Charity Commission, or so permitted by the trust under which the fund was set up. These funds cannot normally be used to directly support general running costs. Please see note 22 to the accounts for further detail on capital funds.

Restricted funds represent the balances of donations and legacies held in trust and which can only be expended in accordance with the specific terms laid down by the donors.

Fixed asset funds represent amounts already expended on fixed assets all of which are used to support the work of our charity. These assets include freehold and leasehold properties as well as equipment and motor vehicles.

Designated funds are identified by the trustees for approved expenditure for schools' development and specific projects critical to the operation and development of our charity.

General funds are the only funds our charity has to use freely for the day-to-day needs of our charity and to provide protection against future risks, including reductions in voluntary income, investment income fluctuations and variations in other revenue streams. The trustees have set a target level of unrestricted general funds at £2.05m based on their evaluation of I CAN's requirements.

#### **viii. Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Cost of raising funds: Those costs which are directly incurred by our charity in performing fundraising activities. This includes staff costs, direct costs and an allocation of support costs.
- Expenditure on charitable activities: This includes the costs of delivering services undertaken to further the purposes of the charity and their associated direct staff and support costs.
- Other expenditure: This represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Termination benefits are recognised when the charity is committed to ending an employee's employment or making payments to encourage voluntary redundancy. The cost is recognised in the period the commitment is made and measured at the best estimate of the amount payable.

#### **ix. Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned either on headcount or time expended. These bases are reviewed annually by management and are considered to reflect the underlying drivers of cost consumption.

Governance costs are primarily associated with strategic planning and constitutional and statutory requirements.

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

	Basis of allocation
Leadership	Headcount
People	Headcount
Finance	Headcount
IT	Headcount
Communications and Marketing	Time expended



#### **x. Tangible assets**

During the year the charity reviewed its accounting policies in relation to the capitalisation of tangible assets. As a result of this review the threshold for capitalising assets has been increased from £1,000 to £10,000. The change has been made to better reflect the materiality of expenditure. Items below this threshold will be charged to the profit and loss accounts as incurred. Assets over this threshold are capitalised and held on the balance sheet at purchase cost. The impact of this change in policy is not considered material to the financial statements and prior period figures have not been restated. Depreciation is provided on tangible assets to write them off over their estimated useful lives as follows:

Freehold property	50 years
Buildings renovations	10 years
Equipment and motor vehicles	4 years

#### **xi. Intangible assets**

Intangible assets comprise website and management system costs. Intangible assets are held on the balance sheet at cost less accumulated amortisation and impairment losses. Intangible assets are amortised over three years as this reflects their expected useful economic life.

#### **xii. Stock**

Stock is valued at the lower of cost and net realisable value, and is used on a first-in, first-out basis.

#### **xiii. Impairment**

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

#### **xiv. Debtors**

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

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

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

#### **xvi. Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### **xvii. Financial instruments**

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

## **xviii. Investments**

The charity holds £1,453k (2024: £1,563k) in the Trojan investment fund, a multi-asset investment fund designed to achieve above inflation growth in capital net of fees.

The investment represents units in a pooled investment vehicle valued at the fund manager's published price (NAV) at the balance sheet date. The NAV is calculated by valuing the fund's underlying assets at fair value: listed equities and gold-related investments at their market bid prices, bonds at their quoted market valuations, and cash and money market instruments at amortised cost. Fund liabilities and accrued expenses are deducted.

## **xix. Endowment funds**

The charity holds four endowment funds: the I CAN Consolidated Fund, the Ministering Children's League Fund, the Countess of Meath Fund, and the Princess Alice, Countess of Athlone and Clare Andrew Fund. All four funds are classified as permanent endowments, with the exception of the Countess of Meath Fund, which was previously treated as expendable but has now been redesignated as a permanent endowment in line with the original trust deed and Charity Commission guidance.

The capital of each endowment fund is held in perpetuity and is not available for expenditure, except as permitted by the Charity Commission or the original trust.

Income arising from the investment of the endowment funds is applied in accordance with the purposes of each fund and is disclosed separately in the statement of financial activities.

Investment gains and losses are allocated to the respective endowment funds. Expenses directly attributable to the management of the endowment funds are charged to the relevant fund.

Endowed funds are held in the COIF investment fund for charities, which aims to achieve long-term capital growth and income generation in line with their objectives. The investments are listed assets and are valued at bid price at the balance sheet date.

The trustees have adopted a policy to allocate investment income, gains, and attributable costs to each fund in proportion to its share of the investment portfolio.

Further details can be found in note 21.

## **xx. Pensions**

The charity participates in defined contribution pension schemes, the assets of which are held in separately administered funds. Contributions payable are charged to the statement of financial activities in the period in which they become payable. The charity also participates in the Teachers' Pension Scheme, which is a defined benefit multi-employer scheme. As the charity is unable to identify its share of the scheme's underlying assets and liabilities on a consistent and reasonable basis, the scheme is accounted for as a defined contribution scheme in accordance with the exemption permitted under FRS 102. Contributions payable are charged to the statement of financial activities in the period in which they fall due.

## **xi. Prior period adjustment**

Three prior period classification errors have been corrected. The Countess of Meath Fund, previously shown as an expendable endowment, has been reclassified as a permanent endowment. In addition, certain income relating to the charity's schools, previously shown as unrestricted, has been reclassified as restricted as it can only be applied for school purposes. Lastly, the brought forward balance of the designated fund has been restated to reflect that, in the prior year, unrestricted reserves were not transferred to the designated fund to match the net book value of fixed assets. These adjustments affect only the presentation of funds. Net movement in funds and total net assets are unchanged.

The impact of the restatement is shown below.

#### Impact on statement of financial activities for the 17-month period ending 31 Aug 2024

Group	As previously reported	Adjustment	As restated
	£000	£000	£000
Restricted income	2,407	3,081	5,488
Unrestricted income	18,919	(3,426)	15,493
Endowed funds	-	118	118
Total income	21,326	(227)	21,099
Restricted expenditure	3,005	2,292	5,297
Unrestricted expenditure	17,237	(2,637)	14,600
Expenditure from endowed funds	15	118	133
Total expenditure	20,257	(227)	20,030
Net income for the period	1,069	-	1,069

## 2. Income from donations and legacies

			Year ended 31 Aug 2025	Restated 17-month period ended 31 Aug 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Grants	84	370	454	135	1,007	1,142
Major gifts	55	23	78	108	58	166
Corporate donations	14	42	56	75	43	118
Legacies	98	-	98	74	-	74
Individuals and community gifts	134	157	291	127	59	186
Other (gift in kind)	-	203	203	-	487	487
	<b>385</b>	<b>795</b>	<b>1,180</b>	<b>519</b>	<b>1,654</b>	<b>2,173</b>

Corporate donations includes £204k of donated consultancy services (2024: £713k). These have been measured at fair value.

There were no donations from trustees or key management personnel (2024: nil).



### 3. Income from charitable activities

			Year ended 31 Aug 2025	Restated 17-month period ended 31 Aug 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Department for Education						
Schools capital grants	-	252	252	-	639	639
Schools non-capital grants	-	2,059	2,059	-	2,722	2,722
Tools and training VCS SEND grant	-	101	101	-	116	116
Advice and guidance VCS home learning environment grant	-	191	191	-	357	357
Other grants						
Fees and contracts						
Educational services	6,597	-	6,597	7,677	-	7,677
Tools and training	3,131	-	3,131	6,962	-	6,962
Advice and guidance	69	-	69	202	-	202
Other income	-	7	7	-	-	-
	<b>9,797</b>	<b>2,610</b>	<b>12,407</b>	<b>14,841</b>	<b>3,834</b>	<b>18,675</b>

Grant income includes £2.41m (2024: £3.83m) of income from the Department for Education.

### 4. Other trading income

			Year ended 31 Aug 2025	Restated 17-month period ended 31 Aug 2024		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Hire of school facilities	83	-	83	115	-	115
			<b>83</b>			<b>115</b>

## 5a. Analysis of expenditure (current year)

	Tools,			Policy		Year ended	
	Raising funds	School activities	training and advice	and public affairs	Governance costs	Support costs	31 Aug 25 Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	459	6,804	2,008	92	39	1,078	10,480
Other direct costs	209	1,926	549	58	59	-	2,801
Strategic leadership	-	-	-	-	-	119	119
Finance	-	-	-	-	-	90	90
Information Technology and data	-	-	-	-	-	349	349
Communications	-	-	-	-	-	186	186
People	-	-	-	-	-	84	84
Occupancy	-	-	-	-	-	163	163
	668	8,730	2,557	150	98	2,069	14,272
Support costs	91	1,269	449	260	-	(2,069)	-
Governance costs	-	87	9	2	(98)	-	-
<b>Total expenditure 2025</b>	<b>759</b>	<b>10,086</b>	<b>3,015</b>	<b>412</b>	<b>-</b>	<b>-</b>	<b>14,272</b>

## 5b. Analysis of expenditure (prior year)

	Tools,			Policy		Restated 17-month period	
	Raising funds	School activities	training and advice	and public affairs	Governance costs	Support costs	ended 31 Aug 24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Staff costs	281	8,218	4,060	81	45	1,395	14,080
Other direct costs	339	3,040	1,240	45	68	-	4,732
Strategic leadership	-	-	-	-	-	29	29
Finance	-	-	-	-	-	135	135
Information Technology and data	-	-	-	-	-	444	444
Communications	-	-	-	-	-	119	119
People	-	-	-	-	-	124	124
Occupancy	-	-	-	-	-	367	367
	620	11,258	5,300	126	113	2,613	20,030
Support costs	147	1,520	630	316	-	(2,613)	-
Governance costs	-	101	10	2	(113)	-	-
<b>Total expenditure 2024</b>	<b>767</b>	<b>12,879</b>	<b>5,940</b>	<b>444</b>	<b>-</b>	<b>-</b>	<b>20,030</b>

## 6. Net income/(expenditure) for the year

This is stated after charging.

	Year ended 31 Aug 25	17-month period ended 31 Aug 2024
	£'000	£'000
Depreciation	256	421
Loss on disposal of fixed assets	93	108
Auditor's remuneration (excluding VAT) Audit fees	51	70
Tax advisory services	13	-

## 7. Analysis of staff costs, trustee remuneration, and key management personnel

	Year ended 31 Aug 25	17-month period ended 31 Aug 2024
	£'000	£'000
Salaries and wages	8,786	11,904
Social security costs	873	1,082
Other pension and benefit costs	772	993
Agency staff and consultants	295	446
Redundancy costs	32	-
Other staff costs (travel, mileage etc.)	242	160
	<b>11,000</b>	<b>14,585</b>

Termination payments were made during the year to 11 employees (2024: 1) The total amount of any compensation paid by the charity for loss of office in 2024/25 was £32k (2024: £3k). Of this total, £15k was contractual and £17k was non-contractual. This compensation was paid in full during the year.

Staff costs include employees whose costs are recharged to the subsidiary.

### Emoluments of higher paid employees (excl. pension and employer's national insurance)

	Year ended 31 Aug 25	17-month period ended 31 Aug 24	12-month comparable ended 31 Aug 24
£60,000 to £70,000	8	23	5
£70,001 to £80,000	3	17	1
£80,001 to £90,000	2	6	4
£90,001 to £100,000	2	1	1
£100,001 to £110,000	1	1	-
£110,001 to £120,000	1	4	-
£120,001 to £130,000	-	1	-

For the 12-month period, there were contributions of £132k made to the Teachers’ Pension Scheme for five higher paid employees (17-month period 2024: £143k:4). For the 12-month period, contributions of £63k were paid to a defined contribution pension scheme for 14 higher paid employees (17-month period 2024: £97k:7).

**Key management personnel**

Key management personnel of the charity are the senior management team and trustees, as listed on pages 58 to 59. The total amount of employee benefits for these 6 (2024: 6) positions was £701k (17 months 2024: £808k).

**Trustee expenses total**

In accordance with the charity’s memorandum of association, no trustee holds a salaried office with the charity, and no trustee received remuneration for the role as a trustee. During the year ended 31 August 2025, one trustee, Julie Dockrell, received payment of £1,000 for project work provided to the charity in a capacity other than as a trustee. The transaction was undertaken on an arm’s-length basis and was permitted under the charity’s governing document. No amounts were outstanding at the year end. In 2025, trustees claimed travel and subsistence expenses for attendance at meetings of £134.99 (2024: 0).

8. Staff numbers

The average number of employees during the year was 283 (2024: 295). Their full-time equivalents would be 226 (2024: 231), which can be apportioned by categories as follows: educational services, 157 (2024: 146); fundraising and awareness raising, 12 (2024: 13); administration, 14 (2024: 13), and programme delivery, 44 (2024: 59).

9. Governance costs

	Year ended 31 Aug 25	17-month period ended 31 Aug 2024
	£’000	£’000
Strategic planning and management	39	66
Auditors’ remuneration: Other services	-	6
Auditors’ remuneration: Audit services	59	64
	98	136

10. Related party transactions

The board of trustees manages the charitable activities of the company. Speech and Language UK Services Limited is a related party.

A management fee of £897k was paid by the trading subsidiary to the parent charity (2024: £837k). The charge included £668k of shared personnel costs (2024: £837k).

The charity made a loan of £1,266k (2024: £531k) to Speech and Language UK Services Limited.

11. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The charity’s trading subsidiary, Speech and Language UK Services Limited, has made a distribution under Gift Aid of available profits of £115,242 (2024: £227,517).

No corporation tax charge has arisen in the current year (2024: £ nil).



## 12. Fixed assets

### Tangible assets: Group and charity

	Buildings renovations	Freehold property	Equipment and motor vehicles	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
At 1 September 2024	2,927	3,208	1,331	7,466
Additions	229	-	30	259
Disposals	(1,308)	-	(1,032)	(2,340)
<b>At 31 August 2025</b>	<b>1,848</b>	<b>3,208</b>	<b>329</b>	<b>5,385</b>
<b>Depreciation</b>				
At 1 September 2024	(1,659)	(2,361)	(1,196)	(5,216)
Charge for year	(138)	(63)	(55)	(256)
Disposals	1,242	-	1,005	2,247
<b>At 31 August 2025</b>	<b>(555)</b>	<b>(2,424)</b>	<b>(246)</b>	<b>(3,225)</b>
<b>Net book value</b>				
<b>At 31 August 2025</b>	<b>1,293</b>	<b>784</b>	<b>83</b>	<b>2,160</b>
At 31 August 2024	1,268	847	135	2,250

Of the freehold property, £305k (2024: £316k) relates to the Ministering Children's League Fund, which is a permanent endowment.

Legal title to this property is held in the names of the charity and two individual trustees in accordance with the terms of the endowment trust. The charity is the beneficial owner, and the property is included within these financial statements as a tangible fixed asset of the permanent endowment.

### Tangible assets: Charity

	Buildings renovations	Freehold property	Equipment and motor vehicles	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
At 1 September 2024	2,893	3,208	1,242	7,343
Additions	-	-	-	-
Disposals	(1,308)	-	(1,032)	(2,340)
<b>At 31 August 2025</b>	<b>1,585</b>	<b>3,208</b>	<b>210</b>	<b>5,003</b>
<b>Depreciation</b>				
At 1 September 2024	(1,655)	(2,361)	(1,166)	(5,182)
Charge for year	(125)	(63)	(37)	(225)
Disposals	1,242	-	1,004	2,246
<b>At 31 August 2025</b>	<b>(538)</b>	<b>(2,424)</b>	<b>(199)</b>	<b>(3,161)</b>
<b>Net book value</b>				
<b>At 31 August 2025</b>	<b>1,047</b>	<b>784</b>	<b>11</b>	<b>1,842</b>
At 31 August 2024	1,238	847	76	2,161

## Intangible assets: Group and charity

	£'000
<b>Cost</b>	
At 1 September 2024	188
Additions	-
Disposals	-
<b>At 31 August 2025</b>	<b>188</b>
<b>Amortisation</b>	
At 1 September 2024	(176)
Charge for year	(4)
<b>At 31 August 2025</b>	<b>(180)</b>
<b>Net book value</b>	
<b>At 31 August 2025</b>	<b>8</b>
At 31 August 2024	12

## 13. Listed investments

The group and charity	Year ended 31 Aug 25	17-month period ended 31 Aug 24
	£'000	£'000
Fair value at the start of the year	4,349	4,556
Disposal	-	(500)
Net gain (loss) in fair value	(18)	293
<b>Fair value at the end of the year</b>	<b>4,331</b>	<b>4,349</b>

Included within the balance are investments with a value of £2,794k (2024: £2,896k), which relate to the group's endowment funds as set out in note 21.

Investments in both years were held in a UK investment fund, the Trojan fund, managed by Troy asset management. In 2025, £1,536k (2024: £1,453k) was held in OEICs, with the balance being held in common investment funds.

Investments also included an investment in the trading subsidiary at £4. I CAN Charity owns 100% of the share capital of its trading subsidiary, Speech and Language UK Services Limited, which is incorporated in the UK. The address of the registered office is the same as that for I CAN Charity as shown in note 14.

<b>Investment income</b>	Year ended 31 Aug 25	17-month period ended 31 Aug 24
	£'000	£'000
Dividends and interest on listed investments	101	133
Other income	2	3
	<b>103</b>	<b>136</b>

## 14. Subsidiary undertakings

The charity owns the funds of Speech and Language UK Services Limited, a company registered in England. The company number is 00890517. The registered office address is 17-21 Wenlock Road, London N1 7GT. The entity supplies educational and assessment services for children with complex speech and language challenges. All activities are considered to be primary purpose and have been consolidated on a line-by-line basis in the statement of financial activities. A summary of results is shown below.

	Year ended 31 Aug 25	17-month period ended 31 Aug 24
	£'000	£'000
Income	9,309	11,335
Expenditure	9,194	11,107
Net income/(expenditure) for the year	115	228
Retained earnings	-	-
Total retained earning brought forward	-	-
Profit/loss for the financial year	115	228
Distribution under Gift Aid to parent charity	115	228
Total retained earning carried forward	-	-
The aggregate of the assets, liabilities and reserves was:		
Assets	5,203	3,032
Liabilities	5,203	3,032
Reserves	-	-

The charity also owns the funds of Speech and Language UK Ltd, a company registered in England. The company number is 14369678 and the registered address is 17-21 Wenlock Road, London N1 7GT. The company is currently not trading and is exempt from audit by virtue of s479A of Companies Act 2006.

## 15. Parent charity

The parent charity's gross income and the results before unrealised gains for the year are disclosed as follows.

	Year ended 31 Aug 2025	17-month period ended 31 Aug 2024
	£'000	£'000
Gross income	4,379	9,992
Result for the year	(497)	1,362

## 16. Debtors and prepayments

	Group		Charity	
	Year ended 31 Aug 2025	17-month period ended 31 Aug 2024	Year ended 31 Aug 2025	17-month period ended 31 Aug 2024
	£'000	£'000	£'000	£'000
Schools fees	2,382	578	-	-
Trade	245	358	209	358
Other	43	37	25	49
Amounts due from subsidiary	-	-	1,266	758
Prepayments and accrued income	69	332	237	225
	<b>2,739</b>	<b>1,305</b>	<b>1,737</b>	<b>1,390</b>

## 17. Debtors: Amounts falling due after one year

	Year ended 31 Aug 2025	17-month period ended 31 Aug 2024	Year ended 31 Aug 2025	17-month period ended 31 Aug 2024
	£'000	£'000	£'000	£'000
Prepayment of rental deposit	17	17	17	17

## 18. Stock

Group		Charity	
2025	2024	2025	2024
£'000	£'000	£'000	£'000
355	342	355	342

Stock is stated after a provision for impairment of £69k (2024: £38k).

## 19. Creditors: Amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Creditors	(128)	(425)	(30)	(190)
Other creditors including tax and social security	(462)	(872)	(99)	(375)
Amounts due to subsidiary	-	-	-	-
Accruals	(271)	(210)	(131)	(136)
Deferred income	(3,086)	(1,920)	(532)	(453)
	(3,947)	(3,427)	(792)	(1,154)

## 20. Deferred income

Deferred income comprises funds received in advance for work on tools and training development projects and school fees paid in advance.

	Group	Charity
	£'000	£'000
Balance as at 1 September 2024	1,920	453
Amount released to income	(8,514)	(708)
Amount deferred in year	9,680	787
Balance as at 31 August 2025	3,086	532

## 21. Analysis of net assets

	General funds	Designated funds	Restricted funds	Endowment funds	Balance 31 Aug 25
	£'000	£'000	£'000	£'000	£'000
Tangible assets	-	1,855	-	305	2,160
Intangible assets	-	8	-	-	8
Investments	1,537	-	-	2,794	4,331
Net current assets	797	-	413	270	1,480
Debtors: Amounts falling due after one year	17	-	-	-	17
Total net assets	2,351	1,863	413	3,369	7,996



	General funds	Designated fixed asset funds	Restated Restricted funds	Endowment funds	Balance 31 Aug 24
	£'000	£'000	£'000	£'000	£'000
Tangible assets	-	1,935	-	316	2,251
Intangible assets	-	12	-	-	12
Investments	1,453	-	-	2,896	4,349
Net current assets	889	-	735	259	1,883
Debtors: Amounts falling due after one year	17	-	-	-	17
<b>Total net assets</b>	<b>2,359</b>	<b>1,947</b>	<b>735</b>	<b>3,471</b>	<b>8,512</b>

## 22. Endowment funds

						Restated				
	Balance 1 Sept 24	Income	Expense	Investment gain/(loss)	Balance 31 Aug 25	Balance 1 Apr 23	Income	Expense	Investment gain/(loss)	Balance 31 Aug 24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Permanent</b>										
Countess of Meath Fund	45	-	-	-	45	45	-	-	-	45
Princess Alice, Countess of Athlone and Clare Andrew Trust	469	13	(13)	(17)	452	430	19	(19)	39	469
I CAN Consolidated Fund	844	19	(19)	(22)	822	792	28	(28)	52	844
Ministering Children's League Fund	2,113	49	(49)	(63)	2,050	1,980	71	(86)	148	2,113
	<b>3,471</b>	<b>81</b>	<b>(81)</b>	<b>(102)</b>	<b>3,369</b>	<b>3,247</b>	<b>118</b>	<b>(133)</b>	<b>239</b>	<b>3,471</b>

The charity holds four endowment funds: the I CAN Consolidated Fund, the Ministering Children's League Fund, the Countess of Meath Fund, and the Princess Alice, and Countess of Athlone and Clare Andrew Trust. All four funds are classified as permanent endowments, with the exception of the Countess of Meath Fund, which was previously treated as expendable but has now been redesignated as a permanent endowment in line with the original trust deed and Charity Commission guidance. Income from the funds is considered unrestricted and is used for the general expenses of the charity. The purposes of the funds are as follows:

**I CAN Consolidated Fund:** For the general purposes of Invalid Children's Aid Nationwide (per 1995 Charity Commission Scheme).

**Ministering Children's League Fund:** Help any charitable cause, and to provide and maintain institutions for charitable purposes (per 2003 Charity Commission Scheme). The fund includes an endowed property interest (including the freehold land and school property historically associated with the 1887 Indenture). Legal title to this property is vested in I CAN Charity and two individual trustees who hold it on trust for the charity.

**Countess of Meath Fund:** For the care, maintenance, and education of orphan or destitute children (per 1931 Trust Deed).

**Princess Alice, Countess of Athlone and Clare Andrew Trust:** For the general purposes of Invalid Children's Aid Nationwide.

## 23. Restricted funds

Restricted funds primarily relate to school-based funding, government grants, and programme delivery grants. Significant movements during the year relate to the completion of time-limited programmes and capital works.

	Balance 1 Sept 24	Restricted Income	Restricted expenditure	Between funds	Balance 31 Aug 25
	£'000	£'000	£'000	£'000	£'000
<b>Funds, Dawn House</b>					
General	66	20	17	10	59
Pupil premium	17	46	53	-	10
Student support bursary funds	10	5	-	15	-
Transport (car)	1	-	-	-	1
PE and sport premium	6	10	9	-	7
School condition allocations (property)	239	195	165	269	-
Devolved formula capital	13	9	5	-	17
Permira	5	-	-	-	5
Assessments	1	-	-	1	-
Shakespeare film festival	1	-	-	1	-
Opening schools facilities	-	5	1	-	4
Skiers Trust	-	8	8	-	-
Department for Health and Social Care, Department for Education, and local authority income	-	1,149	1,149	-	-
S2 partnership strategy	12	-	-	12	-
Chimes	49	-	5	35	9
<b>Total other funds, Dawn House</b>	<b>420</b>	<b>1,447</b>	<b>1,412</b>	<b>343</b>	<b>112</b>
<b>Funds, Meath</b>					
Restricted	52	163	101	20	94
Playground	34	35	6	63	-
Family support worker	5	-	-	5	-
School condition allocations	2	41	36	6	1
Devolved formula capital	18	8	12	-	14
PE and sport premium	27	17	7	9	28
Pupil premium	26	19	-	9	36
Holiday project	2	-	-	-	2
Supporting family fund	3	-	1	-	2
Phonics project	33	60	35	-	58
Department for Education and local authority income	-	808	808	-	-
School minibus	3	-	-	-	3
School fencing	2	-	-	2	-
<b>Total other funds, Meath</b>	<b>207</b>	<b>1,151</b>	<b>1,006</b>	<b>114</b>	<b>238</b>

	Balance 1 Sept 24	Restricted Income	Restricted expenditure	Between funds	Balance 31 Aug 25
	£'000	£'000	£'000	£'000	£'000
<b>Programme funding</b>					
Enquiry service	-	24	24	-	-
Policy and public affairs: RES	19	-	-	19	-
Early Talk West Somerset	-	6	6	-	-
Hiscox	-	2	2	-	-
Digital family support: Progress checker	-	7	7	-	-
Cumbria Comm Foundation	-	1	1	-	-
VCS home learning environment	-	191	191	-	-
VCS SEND	-	101	101	-	-
Talking Tots: Vanguard	-	4	4	-	-
What Works	-	9	9	-	-
English Hubs Training Centre (Ruth Miskin)	-	1	1	-	-
Tiered offer development	-	25	25	-	-
Westminster almshouses	5	-	-	-	5
Permira: Talk Boost	-	13	13	-	-
Talk for Work: Kent	-	6	6	-	-
Talk for Work: West Midlands	-	3	3	-	-
Hinkley Point Foundation	-	3	3	-	-
212 Early Talk Boost evaluation	-	64	64	-	-
213 Early Talk Boost Tower Hamlets	-	1	1	-	-
The Alliance	59	106	107	-	58
Talk for Work: Engagement project	-	18	18	-	-
Mercers	-	5	5	-	-
Early Talk for Childminders	-	13	13	-	-
Gifts in kind	-	204	204	-	-
CRM project	25	-	-	25	-
<b>Total programme funding</b>	<b>108</b>	<b>807</b>	<b>808</b>	<b>44</b>	<b>63</b>
<b>Total restricted funds</b>	<b>735</b>	<b>3,405</b>	<b>3,226</b>	<b>501</b>	<b>413</b>

### Dawn House

General: These are funds raised for Dawn House School buildings and equipment.

Pupil premium: This is additional government funding given to schools improve educational outcomes for disadvantaged pupils.

Devolved formula capital: This is government funding to maintain and improve their buildings, grounds, and other capital assets.

### Meath

Restricted: These are funds raised for Meath School buildings and equipment.

Devolved formula capital: This is government funding to maintain and improve their buildings, grounds, and other capital assets.

PE and sport premium: This is government funding to help schools strengthen the quality and accessibility of PE and sport.

Pupil premium: This is additional government funding given to schools improve educational outcomes for disadvantaged pupils.

Phonics project: This involves developing high-quality teaching resources, including a suite of instructional videos, to improve phonological awareness and early reading outcomes for pupils.

#### Programme funding

The Alliance: This is grant income for reconvening the Communication Trust/Consortium as the Speech, Language and Communication Alliance, a network focused on supporting children and young people with speech, language, and communication needs.

## 24. Unrestricted funds

	Restated balance 1 Sept 24	Change in year	Transfer between funds	Balance 31 Aug 25
	£'000	£'000	£'000	£'000
<b>Designated fixed asset fund:</b>				
Property, equipment and renovations, and intangible assets*	1,946	(83)	-	1,863
Total designated funds	1,946	(83)	-	1,863
General funds	2,361	(511)	501	2,351
<b>Total unrestricted funds</b>	<b>4,307</b>	<b>(594)</b>	<b>501</b>	<b>4,214</b>

Following a detailed review of historic project expenditures and asset funding, the transfer between funds of £501k (2024: nil) represents £272k of expenditure made or assets capitalised in previous years where the corresponding restricted funding had not been released. The remainder represents assets capitalised during the year that have been purchased using restricted income. No cash movement arose from the transfers between funds.

\*excludes some of the Meath school which forms part of the MCL endowment fund.

## 25. Financial commitments

On 21 March 2024, a new five-year lease was signed between I CAN Charity and a new landlord with annual rental of £57,750. This included a six-month rent-free period and a further three-month half-rent-free period after the first three years if the break clause is not enacted. The rent for this financial period is £53,490 (2024: £117,699).

	Year ended 31 Aug 25	17-month period ended 31 Aug 24
	£'000	£'000
Payment not later than 1 year	43	55
Payment later than 1 year but not later than 5 years	147	191
Payment later than 5 years	-	-
<b>Total commitments under operating lease</b>	<b>190</b>	<b>246</b>



## 26. Pension obligations

The group participates in two pension schemes:

- i) The Teachers' Pension Scheme (TPS)
- ii) A defined contribution scheme, being a group personal pension plan provided by Aviva.

The total pension cost for the group was £1,005k (2024: £955k).

The TPS is an unfunded defined benefit scheme. Contributions on a 'pay as you go' basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. The latest actual review of the TPS for which information is available was carried out as at 31 March 2020 and in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2018. The valuation report was published by the Department for Education on 26 October 2023. The key results of the valuation were:

- total scheme liabilities for service to the effective date of £262 billion and notional assets of £222.2 billion, giving a notional past service deficit of £39.8 billion
- employer contribution rates were increased from 16.4% to 23.6% of pensionable pay (including administration fees of 0.08%) with effect from 1 September 2019, and further increased to 28.6% with effect from 1 April 2024.

From 31 March 2016, employer contributions were set at 23.6%. From 1 April 2024, the employer contribution rate increased to 28.6% as a result of the most recent scheme valuation.

Employee contributions in 2024 and 2025 were based on the tiered contribution rates as follows:

Contribution rate	2024-25 salary £'000		2023-24 salary £'000	
	Lower	Higher	Lower	Higher
7.40%	0	35	-	34
8.60%	35	47	34	46
9.60%	47	56	46	55
10.20%	56	74	55	73
11.30%	74	101	73	99
11.70%	101	>	99	>

Under the definitions set out in FRS 102 section 28, the TPS is a multi-employer pension scheme. The Government Actuary is unable to identify the charity's share of the underlying assets and liabilities of the scheme. Accordingly, the charity has accounted for its contributions as if it were a defined contribution scheme.

# Reference and administrative details of the charity, its trustees and advisers

## Principal office and registered office

I CAN Charity (operating as  
Speech and Language UK)  
17-21 Wenlock Road  
London  
N1 7GT

Company limited by guarantee. Registered in  
England. Company registered number: 00099629.  
England and Wales, charity registered number:  
210031. Scotland, charity registered number:  
SC039947.

T: 020 7843 2510 | E: info@speechandlanguage.org.uk | Web: speechandlanguage.org.uk

## Vice-presidents

The Most Rev. and Right Hon. The Lord Archbishop of York  
The Right Rev. and Right Hon. The Lord Bishop of London  
Mrs. Susan Blackwood

Ms. Frances Jacob  
Mrs. Lesley James CBE  
Mr. Oliver Thompson

The council	Date elected	Position	Sub-committees
Mr Roy Blatchford CBE	29/07/2020 to 14/07/2025	Chair	Finance and Audit, Policy and Programme Development, Income and Engagement, Remuneration
Mr Duncan Smith	01/01/2024	Treasurer	Finance and Audit, Remuneration
Dr Judy Clegg BSc, PhD, MRCSLT	21/09/2016 to 01/01/2026		Policy and Programme Development
Mr Riccardo Basile	27/09/2017		Income and Engagement
Ms Ann Gross (Brown)	30/10/2019		Policy and Programme Development
Mr Simon Wright	30/10/2019		Income and Engagement
Mr Luke Manning	28/10/2020	Chair	Income and Engagement
Mr James Willan KC	14/07/2025		Remuneration, Finance and Audit
Ms Julie Dockrell	02/11/2021		Policy and Programme Development, Remuneration
Ms Donna Louise Castle	24/02/2022		
Ms Pooja Kumari	25/02/2025		
Mr Narayan Deb	24/02/2022 to 14/07/2025		
	25/02/2025 to 17/12/2025		Income and Engagement

## Trustees holding legal title to endowed property

Mr Duncan Smith  
Mr James Willan KC

### Senior management team

Ms Jane Harris	Chief Executive
Mrs Carol Payne	Deputy Chief Executive
Mr Neil Maslen	Director of Education
Mr Samir Afhim	Director of Fundraising, Marketing and Communications
Ms Louisa Reeves	Director of Policy and Evidence
Mrs Sarah Pearson	Director of Finance and IT (up to March 2025)
Ms Helen Finely	Director of Finance and IT (from July 2025)
Ms Christine Kanu	Director of Finance and IT (interim, from March to July 2025)
Ms Jenny McConnell	Principal of Dawn House School
Ms Majella Delaney	Principal of Meath School

### Solicitors

Bates Wells  
10 Queen Street Place  
London EC4R 1BE

### Bankers

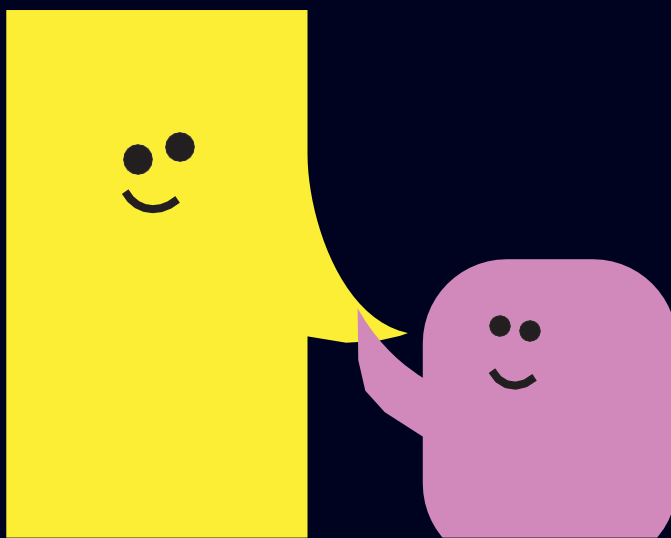
The Co-operative Bank  
25 Islington High Street, London  
N1 9LQ

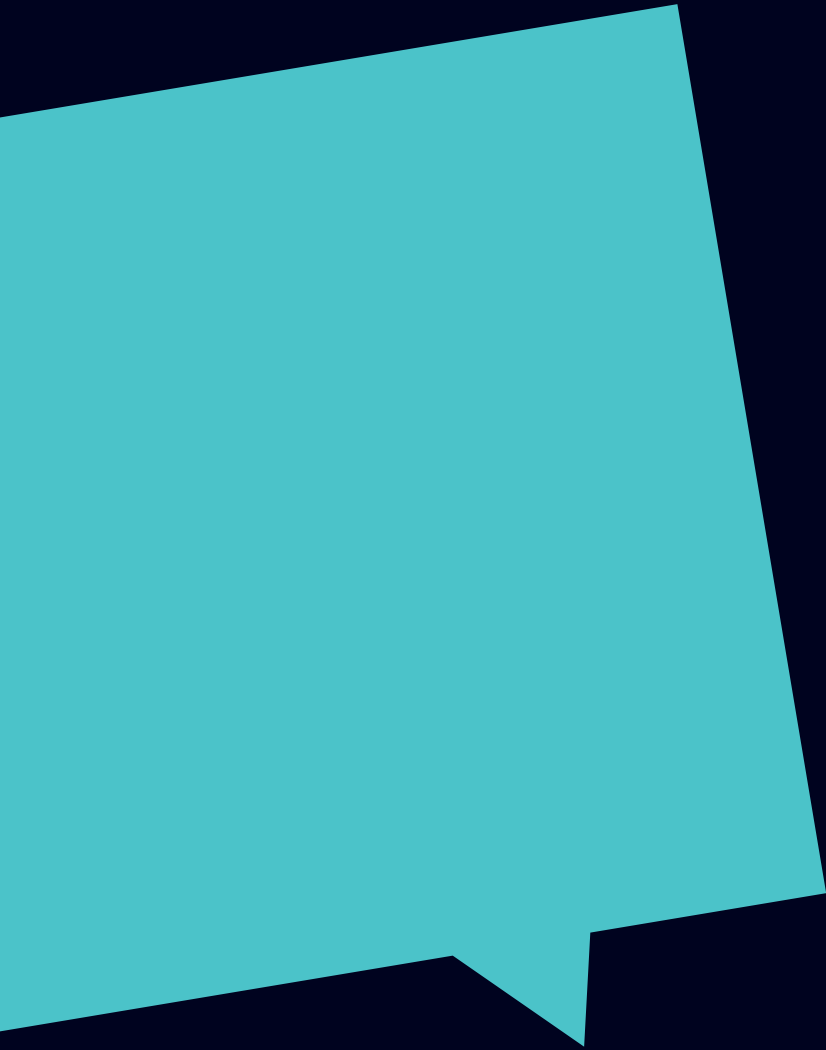
### Independent auditors

MHA  
2 London Wall Place, London EC2Y  
5AU

### Linked charities

- Andrew Duncan Charity
- Brentwood Fund
- Childrens Home Exmouth Fund
- Claude Lewis Bounty (The Part Applicable to the Body Incorporate)
- Earl of Suffolk's Invalid Children's Aid fund
- Edith Edwards Fund
- Grassendale Charity
- I CAN Consolidated Fund
- Roehampton Children's Rest Fund
- St. Mary's Home Haslemere Fund
- Sunshine Guild Fund
- The Charity of Mary Countess of Meath 1887
- The Mary Countess of Meath Trust Fund
- The Ministering Children's League.





[speechandlanguage.org.uk](https://speechandlanguage.org.uk)

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