



Royal College of Speech & Language Therapists
Annual Report 2005 - 2006

Governance structures for the RCSLT

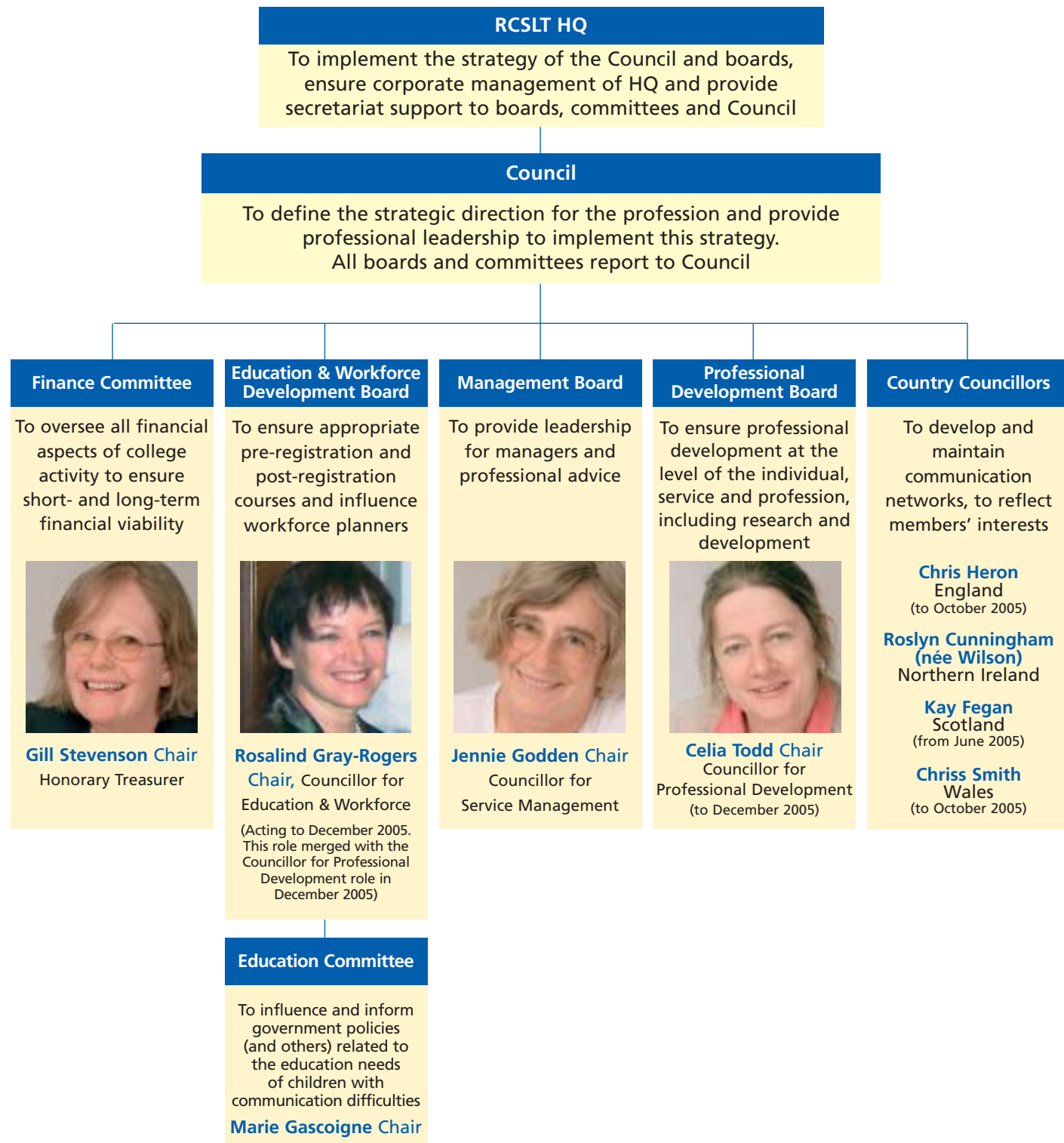


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Message from the RCSLT Chair



Sue Roulstone
Chair

Dear member

This year has been one of ups and downs, of celebration and loss, of change and challenge. This year's annual report focuses on the RCSLT's achievements without playing down the challenges that have faced the profession and the professional body and I would like to take this opportunity to pay tribute to the officers, members, patrons and supporters who have worked with Council this year to achieve so much on our members' behalf.

The organisational changes that we have implemented this year have been complex and challenging. Council firmly believes that the new arrangement of functions, the matching changes in governance and the new staff structure place the RCSLT in a strong position to move forward, responding to the profession's needs and leading the field for people with communication difficulties. The staff at HQ have been magnificent during this time, maintaining the usual functions and completing many new pieces of work. I congratulate and thank them for their loyalty to the profession and hard work on our behalf.

The changes in governance give members many opportunities to get involved in the RCSLT's work. Although

workplace pressures are an inhibiting factor, we are also aware that members are often shy about their skills and worry about standing for these positions. Please encourage each other, recognise the energy and leadership in your colleagues and nominate them for Council or for boards.

We now have a stronger internal structure that can support members who volunteer in this way. The new governance structures are now on the RCSLT website, so that you can become familiar with ways that you can influence the RCSLT's activities through Council and the RCSLT boards.

Of course, the membership already makes an invaluable contribution to the work of the RCSLT. Linked by email groups, telephone and occasional meetings, members have been collaborating on an enormous portfolio of work. The partnership between individual members, trustees and board members with staff is crucial to the RCSLT's ability to produce well-grounded, meaningful and relevant policies and guidance. Thank you to everyone who has supported this process and congratulations on an incredible year.

During 2005, the RCSLT celebrated its Diamond Jubilee. It was a great opportunity, seized upon by the membership throughout the UK, to highlight our history and achievements and to promote the role of speech and language therapists (SLTs). The RCSLT used the opportunity to promote the profession with government, politicians and other associations around the UK, with events at Stormont in Belfast, at the new Parliament building in Edinburgh and at the Scotland Office in Whitehall.

One of our aims is to look for opportunities where partnership working increases our ability to work more effectively for the profession and for people with communication disabilities and swallowing problems. Working with CPLOL, the European organisation of speech and language therapists, we have promoted the work of therapists in the UK, sharing models of practice and our clinical guidelines. We continue to liaise with our partners in the Mutual Recognition Agreement in pursuance of

internationally recognised status for the profession and are working with others who wish to join the agreement.

In the UK, we value our ongoing work with the Communications Forum, Allied Health Professions Federation and, more recently, with the Royal College of Paediatrics and Child Health.

The national policy officers led by Kamini Gadhok have been highly successful in engaging with government in the policy development process. We have worked with the Welsh Assembly as it set up new funding for speech and language therapy projects and we held a joint conference with the Northern Ireland Commissioner for Children and Young People to support the development of speech and language therapy services. Lobbying supported by the RCSLT led to the funding of new research in Scotland which will investigate the needs of people with communication difficulties from their own perspectives.

Throughout the year, the RCSLT has undertaken activities to provide policy and guidance to support members in the workplace, including: holding a successful managers' conference in Stratford; developing the children's position paper, standards for practice-based learning for students, tools for recording and analysing CPD and tools to calculate workforce needs; and work on the main standards and guidelines document *Communicating Quality 3*, to name but a few.

I would particularly like to thank Roslyn Cunningham and Jennie Godden, our outgoing Councillors for Northern Ireland and Service Management, and Gill Stevenson, our outgoing Treasurer, for their enthusiasm and hard work as members of Council.

Finally I would like to thank our Patron, her Royal Highness the Countess of Wessex, for her encouragement, interest and stimulating ideas; our President and Vice Presidents, particularly Sir George Cox for his sound advice and support; Sir Sigmund Sternberg, for his unfailing energy and ongoing support for clinical innovation through the Sternberg Award, and Baroness Michie for her active involvement in the work of the RCSLT.

Message from the RCSLT CEO



Kamini Gadhok
Chief Executive Officer

The annual report provides a great opportunity to take stock and reflect on challenges and achievements in the past year as well as give an overview of objectives for the months to come.

This year has been particularly challenging for both members and RCSLT staff in responding to external pressures and drivers. We all want to be proud of the RCSLT as the professional association for SLTs as well as ensuring that it continues to be credible with our extensive partners. This means that, as with all organisations, the functions and structure are regularly reviewed and changed to be in line with what our members need and want.

I would like to take this opportunity to thank Sue Roulstone as the outgoing Chair of Council for her leadership at a time when Council has had to make some difficult but important decisions. Staff and members rely on Council to provide strategic leadership to ensure that the RCSLT continues to evolve to meet the needs of its members.

Many changes are taking place that affect our members whether they are academics, students, managers, clinicians, private practitioners or researchers. These changes have increased the need for the RCSLT to review how we are able to support our members and provide the services they require.

In order to do this in a systematic way, the RCSLT Council initiated a full organisational review, which has resulted in new staff roles being developed and existing roles being re-designed. The four functions that have been set up, with corresponding boards to oversee their work, are:

- Policy and Partnerships
- Professional Development
- Membership and Communication (Customer Relationship Management)
- Performance and Contracts

During the year, as well as dealing with the significant internal reorganisation, the trustees, staff, members and others have worked tirelessly to operationalise the strategic objectives agreed by Council and governed by the boards. Sue Roulstone and the chairs of the RCSLT boards have highlighted much of this work in their sections of this report and I would like to emphasise that, especially when seen together, the outcomes and achievements of the RCSLT in the past year are truly significant.

Looking ahead, the RCSLT will continue to build on the support and services provided to members and manage the work of the organisation effectively. Key areas for the coming year include:

- developing strategic management tools and approaches at HQ, so we can deliver better value against the money we spend
- raising the RCSLT's profile and raising the profile of the work of SLTs
- working more closely with government, to ensure policies – especially those relating to the commissioning of services – are developed with SLT services in mind
- supporting the development of the workforce by prioritising and facilitating training and development in the profession
- working with HEIs on redefining the RCSLT's role in supporting the education of SLTs and their educators

I would like to close my remarks by echoing Sue Roulstone's thanks to all the members and officers of the RCSLT who continue to ensure our work is so successful.

RCSLT highlights 2005-2006



"A range of examples show our increased effectiveness at political influencing and partnership working, across England, Scotland, Wales and Northern Ireland. Responding to consultations has resulted in the development of sound policies that recognise the needs of RCSLT members and their patients."

News from around the UK

As the Councillor for England role became vacant before the end of the year, RCSLT CEO Kamini Gadhok has completed this section

England

With all the changes taking place in the NHS, social services and education, the past year has been a difficult one for the profession. The RCSLT has continued to influence policy decisions and developments within England, on behalf of members.

We have responded to several government consultations including: the future of the children's workforce; public health; research; the SEN review; the NHS 18 weeks delivery programme, the white paper *Our health, our care, our say*; and work on the *Mental Capacity Act*.

We have successfully built new partnerships and maintained existing ones. For example:

- RCSLT experts wrote sections of the Early Years family packs for children with speech, language and communication difficulties, commissioned and distributed across England by the Department for Education and Skills
- we have secured a role for an RCSLT adviser to sit on the national steering group looking at the development of ENT services
- the RCSLT's CEO was appointed as a member of the Care Record Development Board

- we have worked with the Allied Health Professions Federation (AHPF) to support our members on the changes arising from *Commissioning a patient-led NHS*
- we have been developing a joint leading edge briefing with the NHS confederation
- we worked with Amicus to lobby in the House of Commons and our CEO was invited to attend a seminar with key government ministers

Future challenges include influencing the work streams arising from *Commissioning a patient-led NHS*, including the commissioning framework and the development of tariffs to ensure that they are fit for function for the patients and care pathways delivered by SLTs.

We also need to support our members to respond to these new challenges.

We are developing a programme of work including an April 2006 conference on the commissioning agenda and a white paper briefing.

We will also build our political profile with key policy makers, in Westminster and further afield, whose decisions affect SLTs and their clients.

Northern Ireland

The year 2005-2006 has been very productive for the RCSLT in Northern Ireland (NI).

The work programme has been based on the RCSLT's strategic plan and has focused on raising awareness of the RCSLT, developing networks and influencing government policy and legislation.

We have responded to several consultations, including the Department of Health and Social Services and Public Safety (DHSSPS) *A Healthier Future: 2005-2025*, the child and adolescent mental health review, the Review of Public Administration (RPA) and the RCSLT's position paper *Supporting children with speech language and communication needs within integrated children's services*.

During November 2005, RCSLT NI marked the Diamond Jubilee with a reception at Stormont Parliament Buildings, which was attended by service users, charity representatives, SLTs and other professionals.

The RCSLT also organised several visits by key DHSSPS personnel to SLT services throughout NI. Professor Sue Roulstone officially opened the RCSLT office in Belfast on 18 November 2005.

We have continued to work in partnership with the Northern Ireland Commissioner for Children and Young People (NICCY) in order to influence policy and planning in the delivery of speech and language therapy for children.

Together with NICCY, we organised the conference *Shaping the Future. Meeting Children's Language and Learning Needs* on 30 March 2006. The 170 invited delegates addressed NICCY recommendations and devised action plans to ensure the needs of children with speech and language difficulties in Northern Ireland are met. We hope that this work will be taken forward by the task group announced by Lord Rooker, the then Minister for Children.

The RCSLT continues to work with other AHPs and, in February, RCSLT NI Policy Officer Alison McCullough and an AHP delegation met Dr Andrew McCormick, Permanent Secretary DHSSPS, to lobby for equitable representation for AHPs at all levels within the DHSSPS.

We look forward to another year of working with and empowering members to develop skills and influence the government agenda to ensure the best possible outcomes for our service users and members.



Roslyn Cunningham
Councillor for Ireland

RCSLT highlights 2005-2006



"RCSLT experts wrote sections of the Early Years family packs for children with speech, language and communication difficulties, commissioned and distributed across England by the Department for Education and Skills."

RCSLT highlights 2005-2006

"Together with NICCY, we organised the conference *Shaping the Future. Meeting Children's Language and Learning Needs* on 30 March. The 170 invited delegates addressed NICCY recommendations and devised action plans to ensure the needs of children with speech and language difficulties in Northern Ireland are met."



News from around the UK



Kay Fegan
Councillor for Scotland

Scotland

The RCSLT Scotland Board met regularly during 2005-2006, and worked hard to strengthen links with members across the country by holding regional 'lead link' days. Any member is welcome at these events and last year the meetings were linked to continuing professional development plans for the profession. Preparations are in place to host new events in the coming year.

Lead Links and Cascade Links disseminate information relevant to all members throughout the three main areas of the country – North, West and East. Scotland members have been well supported in their activities by Scotland Policy Officer Kim Hartley, who has worked tirelessly and enthusiastically to promote their interests.

Following a parliamentary debate, Malcolm Chisholm, MSP and Minister for Communities, announced funding would be allocated for research into communication impairment and support required in this area. The group who supported the communication impairment strategy lobbied hard to achieve this excellent outcome.

The year ended on a positive note when the RCSLT hosted an evening reception at Holyrood for MSPs and key stakeholders.

We are continuing to work in partnership to support policies such as Additional Support for Learning, Community Health Partnerships and

Delivering for Health, which set in context the Scottish Executive's wider plan for NHS Scotland.

Our objectives for the coming year include supporting the RCSLT's strategic plan and continuing to build on the foundations laid for improving the communication network with members across the country. We plan a regular newsletter to update members after the board meetings, and we hope that more members will engage with the RCSLT by volunteering to serve on boards, therefore ensuring Scottish representation at strategic level.

RCSLT highlights 2005-2006

"Following lobbying from the RCSLT communication impairment strategy, the Minister for Communities in Scotland, announced funding would be allocated for research into communication impairment and support required in this area."

Chriss Smith
Councillor for Wales

Wales

The Wales regional board, supported by the Wales country policy officer, developed plans to strengthen the national professional body networks, ensuring the clinical expert voice in Wales would be heard.

The board is now restructured to include chairs of specific interest groups, chairs of the newly formed All Wales Children's Services' and Adult Services' Committees, and all Wales members who have seats on RCSLT boards.

These plans were agreed as part of the overall RCSLT organisation, with new financial support ensuring the incoming country councillor will have a strong system to increase speech and language therapy influence in Wales.

We continued to represent the professional body on the Welsh Therapies Advisory Committee to the Welsh Assembly Government, contributing to the consultation on the therapy strategy for Wales.

Report on membership and communications

I am delighted to record that the increase in membership reported last year by Steven Harulow was maintained during 2005-2006. The RCSLT now has 9,600 full, practising members in the United Kingdom.

Disappointingly, the number of associate members, drawn from the ranks of speech and language therapy assistants, technical instructors and support workers has declined over the past few years. Recruiting more of these people, who provide invaluable support to SLTs, and supporting their professional development is an important ambition for the RCSLT over the coming year.

It is great to see, however, that the number of student members increased – a reflection of the popularity of speech and language therapy as a career and, I hope, of the on-going relevance of the RCSLT to members at all stages of their careers.

The RCSLT maintained its relationship with contract publishers McMillan Scott on *Bulletin* and *Bulletin Supplement* in 2005-2006. Members may be aware that SLT employers are under pressure from the Department of Health to use the NHS careers site exclusively for advertising vacant positions. This threatens a valuable source of RCSLT income, and McMillan Scott helped

compensate for this drop in recruitment advertising income by attracting more than £768,600 during 2005-2006 in classified and display advertising and magazine insertions.

The RCSLT hopes to build further on media sales in the *Bulletin* and *Supplement*, on the website, and through sales of exhibition space and sponsorship at RCSLT events. The re-launch of the RCSLT website was a particular success, having received visits from 76,337 users who made an amazing 848,911 page views. Further improving the website so information is easier to find will be a priority for 2006-2007.

The RCSLT celebrated its Diamond Jubilee year in 2005 with *Speech and Language Therapy Week* and a highly successful AGM and conference at the Royal College of Surgeons in London. Of particular note was the activity of therapists, support workers and students across the UK in promoting speech and language therapy and communication disorders. A resounding "thank you" to all who took part and made the week an outstanding success.

Richard Guy
Head of Customer Relationship Management

RCSLT membership 2002 - 2006

| | End March 2006 | End March 2005 | End March 2004 | End March 2003 | End March 2002 |
|--|----------------|----------------|----------------|----------------|----------------|
| UK practising members | 9,600 | 9,251 | 8,888 | 8,408 | 8,263 |
| UK non-practising members | 429 | 450 | 450 | 499 | 495 |
| Retired members | 351 | 353 | 331 | 306 | 264 |
| Overseas members | 535 | 464 | 558 | 487 | 327 |
| Student members | 1,568 | 1,324 | 1,098 | 1,034 | 1,122 |
| Associate members (support workers) | 318 | 334 | 377 | 298 | 389 |
| TOTAL | 12,801 | 12,176 | 11,702 | 11,032 | 10,860 |

RCSLT highlights 2005-2006



"The RCSLT celebrated its Diamond Jubilee year in 2005 with *Speech and Language Therapy Week* and a highly successful AGM and conference at the Royal College of Surgeons in London."

RCSLT highlights 2005-2006



"The RCSLT website re-launched in August 2005 and received visits from 76,337 users who made an amazing 848,911 page views by the end of March 2006."

Education and Workforce Development Board

As the role of chair of this board became vacant before the end of the year, this section has been completed by Sharon Woolf, RCSLT Head of Professional Development

In 2005-2006 the Education and Workforce Development Board merged with the Professional Standards Board to form the new Professional Development and Standards Board. This was done as part of the RCSLT restructuring process.

The main areas of work for this board are:

- pre-registration education for SLT students and education for support workers
- post-registration training and development for all members
- research and development
- workforce planning
- overseeing the production of RCSLT position papers

Celia Todd is Chair of the new board, whose members are drawn from the two boards that merged.

As terms of office for some members are due to end, the board hopes to recruit new members to represent SLTs at all stages of their careers and to represent support workers. The board will have a sub-committee reporting to it that will oversee the quality assurance of pre- and post-registration education and training.

The year 2005-2006 saw the launch of the *National Standards for Practice-based Learning*, compiled by members of the old Education and Workforce Development Board. The board also oversaw a successful student study day in February.

Successful work was undertaken with the Health Professions Council (HPC) in compiling sample continuing professional development (CPD) profiles, based on HPC's CPD audit documentation and these have now been jointly adopted with the HPC as examples of good practice.

The CPD diary was prepared for launch in April 2007; its development will be informed by a questionnaire to members on their CPD requirements. Feedback from this will inform decisions made on the CPD programme of activities that RCSLT will establish for its members in 2006-2007.

Finally, the distance learning *Return to Practice* course has been adapted for use by SLTs from outside the UK who wish to work in the UK.

Management Board

The Management Board worked throughout 2005-2006 to meet its aims of:

- identifying and influencing drivers affecting the profession
- establishing an effective and sustainable communication system
- workforce and capacity planning
- contributing to professional standards development

The year started with a successful managers' conference on 13-14 April, efficiently organised by a steering group from the West Midlands SLTs.

The Workforce Planning Project, initiated in 2004 and now near completion, reported regularly to the board for monitoring, support and guidance.

The board devoted time to the major issues affecting speech and language therapy management, particularly *Agenda for Change*, commissioning, and the introduction of the patient-led NHS.

One of the board's great values is its UK-wide membership, which allows us to inform each country, region and College officers of the key issues in the different workplaces. This intelligence network can alert College to the impact of policies and directives on services, and initiate pro-active measures.

Board members contributed to working groups both from our own and other boards and commented on, approved of, and disseminated guidelines and position papers.

Each year the board meets with the Committee of Representatives of Higher Education in Speech and Language Therapy (CREST), which represents HEIs, enabling a joint understanding of undergraduate training, clinical placements and employment issues. Significant issues discussed included dysphagia competencies and clinical placements from the higher education institutions' and speech and language therapy services' viewpoint.

As part of the reorganisation of the RCSLT's governance structure, a decision was made to retain the Management Board in its current format.

The board faces future challenges for the profession and for health provision. Members will review the aims and objectives to ensure that we continue to represent a UK-wide management perspective and to work effectively within the RCSLT.



Jennie Godden
Chair

RCSLT highlights 2005-2006



"The year 2005-2006 saw the launch of the *National Standards for Practice-Based Learning*, which encompass all the necessary requirements of external quality assurance, so that adherence to these standards will meet requirements from all stakeholders."

RCSLT highlights 2005-2006



"The successful managers' conference on 13-14 April looked at major issues impacting on speech and language therapy managers as leaders within the profession, including the impact of government policy, partnership working, extending and changing roles and examples of good practice."

Professional Development Board



Celia Todd
Chair

2005-2006 has been another exciting and challenging year, culminating in the merger of the Education and Workforce Development Board and the Professional Development Board to create the new board and committee structure.

These boards have overseen a number of key projects that have been completed. These include:

- National Standards for Practice-Based Learning
- return to practice and overseas SLTs distance learning courses
- the CPD tool kit and online diary
- the position paper supporting children with speech, language and communication needs within integrated services
- Communicating Quality 3

We are already engaged in the development of the RCSLT CPD strategy and CPD programme to support members to maintain their HPC registration. A sub-group is hard at work developing *Curriculum Guidance for Pre-registration Education and Training*.

We have already introduced annual training for advisers, which will form part of the CPD programme, and we will now be considering how RCSLT can best work with and support specific interest groups (SIGs). This year we will need to focus on strengthening the implementation of the RCSLT research and development strategy: this will be greatly helped by the recruitment of a councillor with specific responsibility for research and development.

Finally, we need to continue to ensure that any products and tools produced are useful, and are used to support the development of services for patients and carers, nationally and internationally.

RCSLT highlights 2005-2006



"The CPD diary was prepared for launch in April 2006, to be supported by the new CPD toolkit. These products will help RCSLT members to identify their training and development needs, plan their activity, participate and record their learning in a systematic manner."

RCSLT highlights 2005-2006



"The RCSLT launched the position paper *Supporting children with speech, language and communication needs within integrated services*. This paper sets out the RCSLT's position regarding the role of SLTs within the changing context and development of children's services."

RCSLT honours, awards and grants

The RCSLT Honours Committee meets annually to consider nominations from members for the following awards: honours, fellowships and honorary fellowships.

Honours

Awarded to members in 2005-06 for distinguished service in the following areas:

- Services to the RCSLT as a member of council and/or committees, for assisting in the development of college policy, or for active liaison with other professional and allied organisations
- Services to patients and/or to the profession, in the context of clinical activity. Honours might be awarded to an SLT recognised as an outstanding clinician, or to an officer or member of a recognised specific interest group who has developed expertise or the evidence base in a particular area
- To those promoting the profession of speech and language therapy

The following received honours for distinguished services to RCSLT:

- Frances Cook
- Yvonne Edels
- Roberta Lees
- Margaret Oakley
- Dr Joe Reynolds

Fellowships

Given to RCSLT members who have given distinguished service to the profession in the context of research, publishing and teaching. This award entitles holders to call themselves 'Fellow of the Royal College of Speech and Language Therapists':

- Professor Paul Carding
- Dr Stephanie Martin

Honorary fellowships

Acknowledge and honour non- and overseas SLTs who have contributed outstanding services to speech and language therapy:

- Dr Helen McConachie
- Colin Whurr



The 2005 RCSLT honours and fellowship recipients

The Sternberg Award for Clinical Innovation

Sir Sigmund Sternberg generously awards this £1,000 award annually. This year it went to joint winners: Anne Hurren, for her work on the development of the Sunderland Air Pressure Meter, and Sean Pert and Carol Stow, for developing assessment tools for the Mirpuri, Punjabi and Urdu languages in Rochdale.

The RCSLT SLT and Assistant of the Year Awards

To celebrate its Diamond Jubilee Year, the RCSLT recognised the outstanding work of SLT Daniel Hunter, who works at Rochdale Primary Care Trust as a specialist with adults and children who stammer, and therapy assistant Barbara Lavery, who works at Tor Bank School in Belfast. They received their awards, and cheques for £1,000 each, at the RCSLT's diamond jubilee awards ceremony in central London on 10 October 2005.

The Catherine Renfrew Award

Dr Roshan McClenahan, Clinical lead SLT for neurology at the Royal Free Hampstead NHS Trust, received the £500 award. This enabled her to present a paper on *The development of a short screening test on aphasia* at the American Speech-Language-Hearing Association in San Diego in November 2005.

The RCSLT Diamond Jubilee Special Recognition Award

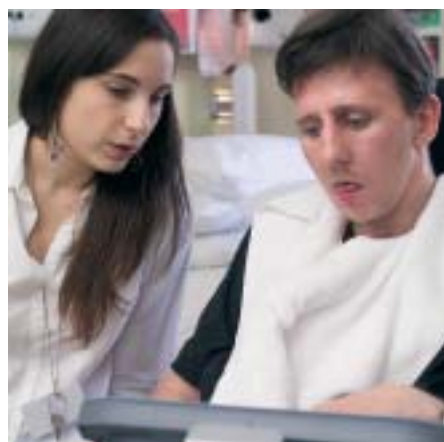
Alan Tyrer was honoured for his volunteer work at the British Stammering Association (BSA), working on its website. As a result of his work, over half of the BSA's information enquiries now come through the website.



The RCSLT SLT and Assistant of the Year

RCSLT honours, awards and grants

The Retirement Network



RCSLT Grants 2005-2006

Minor grants
 Suzanne Beeke
 Margaret Boddy
 Rachel Byrne/Nicola Critchley
 Corinne Dobinson
 Joanne Donlon
 Elizabeth Flett
 Roganie Govender
 Amanda Greenwood
 Deborah James
 Nadia Jeffries
 Alison Jeremy
 Annette Kelly
 Myra Kersner
 Janet Lees
 Janice Logan
 Lisa Maendl
 Sarah Mason
 Victoria Mayer
 Joanne McCann
 Roshan McClenahan
 Rebecca Palmer
 Karen Sage
 Katherine Shaw
 Susan Stevens
 Ellen Wearmouth
 Rebecca West
 Fay Windsor

Total £8,055

The Retirement Network

The year 2005-2006 has been one of consolidation with a continued steady increase of membership – could this be something to do with demography?

Many members cite the network as an incentive to continue their RCSLT membership and involvement.

The network is organised into regions based on the former college regions, ie Scotland, Ireland (North and South), Wales, Northern Central, Eastern and Western.

Each region continues to organise activities in accordance with the wishes of members, ranging from formal topics of interest to the purely social. One

Speechmark Bursary

The £1,000 Speechmark Publishing Bursary is made in collaboration with the College, and is a contribution towards funding research visits or project work outside the applicant's country of work. Applications are restricted to therapists who have held uninterrupted RCSLT membership for two years.

The 2005 Speechmark Bursary went to Nana Akua Victoria Owusu for a six-month secondment in Ghana to research the situation of children with communications disabilities.

RCSLT Student Prize

Samantha Hawkesford, formerly of the University of Central England, won the £500 RCSLT Student Research Prize for her project, entitled *Children's phonological awareness abilities since the introduction of the National Literacy Strategy*.

region has an annual luncheon with smaller gatherings at other times; another has three meetings, two visiting places of interest, the third in a member's home.

The network flourishes in each region except Ireland, where activity is temporarily suspended because the membership is small and the area so big that retired members living there prefer to meet informally.

We are now looking forward to 2007 when we will celebrate the 10th anniversary of the founding of the network. Various celebrations are being planned.

Joyce L Cook

Financial accountability and corporate governance: annual report of the trustees

1 REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

THE CHARITY:

The Charity is known as the Royal College of Speech and Language Therapists (RCSLT). It has a trading arm, known as CSLT Trading. Registered number: 273724; company number: 518344.

Registered Office: 2 White Hart Yard
London SE1 1NX

Membership & Information:
020 7378 3008/3009
Switchboard: 020 7378 1200

Trustees: The trustees (who are the directors for the purposes of Company Law) are known as councillors; see below for details

Auditors: Kingston Smith LLP
Chartered Accountants
Devonshire House
60 Goswell Road
London EC1M 7AD

Bankers: National Westminster Bank
180 Shoreditch High Street
London E1 6HN

Solicitors: Camerons Solicitors LLP
27 Gloucester Place
London W1U 8HU

Investment Advisers: JP Morgan Fleming Asset Management
25 Cophall Avenue
London EC2R 7DR

Patron: HRH The Countess of Wessex

President: Sir George Cox

Senior Life Vice President: Sir Sigmund Sternberg O.St.J.,
KCSG, Hon FRCSLT, JP

Vice Presidents: Simon Hughes MP
Baroness Jay
Baroness Michie

COUNCIL:

There are currently 10 councillor positions although there is scope in the Articles for more. The council has legal, financial and managerial responsibilities and provides leadership to influence the strategic direction of the profession. It considers issues of concern raised by the RCSLT membership and decides what action to take in response. All boards and committees report to council. Officers also attend council to provide secretariat support, or to be present for specific items. It also takes decisions on issues such as the RCSLT's plans for continuing professional development, and its relationships with relevant external bodies. The trustees met four times during the year. The CEO always attends but withdraws if requested to do so by the councillors.

Chair: Professor Sue Roulstone
Deputy Chair: Rosalind Gray-Rogers

Honorary Treasurer: Gillian Stevenson

Councillor for Service Management: Jennie Godden

Councillor for Professional Development: Celia Todd (to Dec 2005)
(This title changed in December 2005 to Councillor for Professional and Services Development)

Councillor for Education and Workforce Development: was vacant (to Dec 2005) (This role merged with the Councillor for Professional Development role in December 2005)

Country Councillors: The country councillors practise within the country they represent. Their role is to develop and maintain communication networks, and reflect members' interests.

England: Chris Heron (to 11 Oct 2005)
Wales: Chriss Smith (to 11 Oct 2005)
Northern Ireland: Roslyn Cunningham (nee Wilson)
Scotland: Kay Fegan (from 15 Jun 2005)

Lay member: Ivan Corea (to September 2005)

BOARD AND COMMITTEE CHAIRS

Education and Workforce Development Board (EWDB)

There were 13 members and one ex-officio member of the EWDB. The board's remit was to provide strategic leadership in ensuring pre- and post-registration education programmes were appropriate for the needs of a speech and language therapist at the outset and throughout their career and to develop a pro-active working relationship with the Health Professions Council (HPC) relating to pre- and post-registration education matters. The size of membership of this board reflected the need to ensure that there was representation from across the HEIs, input from a linguist or psychology academic and representation from placement educators and NHS managers. Officers also attended the EWDB to provide secretariat support, or to be present for specific items. The board met twice during the year.

Chair: Rosalind Gray-Rogers (Acting to December 2005)

Professional Development Board (PDB)

There are eight members of the PDB and two ex-officio members. The PDB's remit is to develop the profession at individual and service levels. This includes overseeing the complaints policy for RCSLT members, and research and development. Officers also attend the PDB to provide secretariat support, or to be present for specific items. The board met twice during the year.

Chair: Celia Todd

Professional Development and Standards Board (PDSB)

In December 2005, the Education and Workforce Development and Professional Development Boards merged to become the

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Professional Development and Standards Board. The board met twice during the year.

Chair: Celia Todd

Management Board

The remit of the 11-member Management Board was to provide leadership for managers and to give professional advice. Officers also attended the Management Board to provide secretariat support, or to be present for specific items. The board met four times during the year.

Chair: Jennie Godden

Finance Committee

The remit of the four-member strong Finance Committee was to oversee all financial aspects of RCSLT activity, so as to secure short- and long-term financial viability for the organisation. Officers also attended the Finance Committee to provide secretariat support, or to be present for specific items. The committee met three times during the year.

Honorary Treasurer: Gillian Stevenson

Finance and organisational resources

In December 2005, the Finance Committee was subsumed into the new Finance and Organisational Resources Board. The remit of the new board includes all financial aspects of RCSLT activity, contracts and performance management, human resources, IT, and health and safety and the buildings. The board met once during the year.

Chair: Gillian Stevenson

Company Secretary: Kamini Gadhok

Officers

The officers employed by the RCSLT are committed to the provision of a high quality service to its members and the public. Most are based at HQ in London, which is the central point for information and resources. The country policy officers for Northern Ireland, Scotland and Wales are based in the country they represent.

Senior Management Team

Chief Executive/Professional Director – Kamini Gadhok

Head of Performance and Contracts – Brian Gopsill

Head of Customer Relationship Management – Richard Guy

Head of Policy and Partnerships – Nick Smith

Head of Professional Development – Sharon Woolf

2 STRUCTURE, GOVERNANCE AND MANAGEMENT

The RCSLT is a company limited by guarantee and therefore has no share capital. In the event of its winding up, the members' liability is limited to £1 per member. The *Memorandum* and *Articles of Association*, which were last amended on 10 December 2005, govern the College.

Appointment of members of Council

Nominations for trustees (councillors) are sought by advertisement. Members of council, other than the Deputy Chair/Chair and the Deputy Honorary Treasurer are elected for a two-year period by full members via a postal vote prior to the annual general meeting and according to the *Memorandum* and *Articles of Association*. They

may be re-elected for one further period of two years. The Deputy Chair is elected for a four-year term of office, two years as Deputy Chair followed by two years as Chair. The Deputy Honorary Treasurer is elected for a four-year term of office, two years as Deputy Honorary Treasurer (on the Finance and Organisational Resources Board) followed by two years as Honorary Treasurer. The successful nominee does not take up the role as Honorary Treasurer, until they become Treasurer, but acts as Deputy Chair on the Finance and Organisational Resources Board.

In the event of only one eligible nomination being received for a particular vacancy, the nominee is declared 'elected unopposed'.

Council selects any lay members on council who have no voting rights.

Trustees newly elected to the council receive a comprehensive induction pack, which contains reading material concerning both general trustee and governance issues provided by the Charity Commission and background material specific to the RCSLT. They are invited to attend a formal induction day at which they are given briefings on general governance matters. They are also invited to attend a council meeting as observers prior to them taking up their duties. Specific training is provided if it is required.

Structure

There are two parallel and complementary structures of the RCSLT: the officer structure and the representative structure, the trustees.

The role of trustees is to ensure appropriate representation of the views of members at a strategic level on boards and to take account of the financial and business implications of any decisions they make. Trustees set the strategic objectives; the role of the Chief Executive/Professional Director, Kamini Gadhok, and other members of the senior management team (SMT) are to implement these objectives.

The governance structure is shown opposite

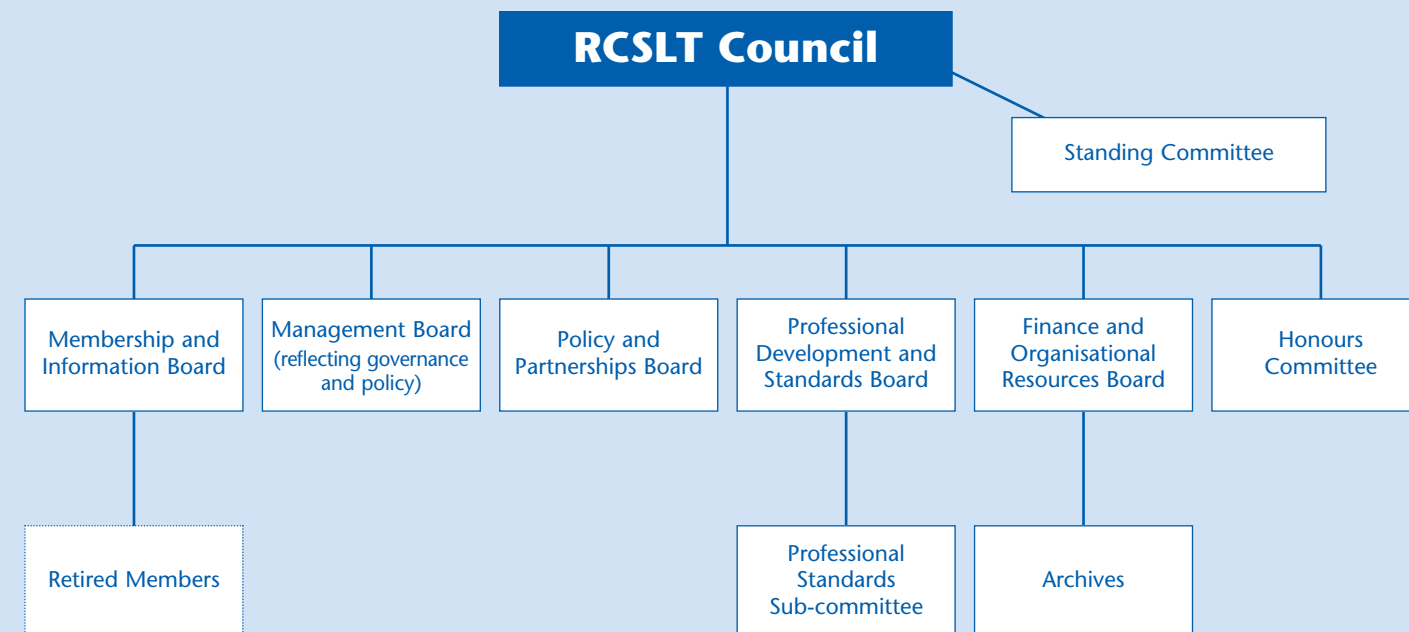
Relationships between the RCSLT and any related parties

The Association of Speech and Language Therapists in Practice (ASLTIP) is affiliated with the RCSLT. ASLTIP represents members who work within the private (independent) sector. The RCSLT Chair and CEO meet with the governing members of this group twice yearly and attend the ASLTIP AGM. Members of ASLTIP are also encouraged to put themselves forward to sit on the RCSLT governing boards.

The RCSLT is also a member of the Communications Forum (CF) and of the Allied Health Professions Federation (AHPF). The aim of both is to bring together organisations to add value and maximise impact by working jointly on issues of common concern.

The RCSLT works with a range of other partners both in the charity sector and other stakeholders in the pursuit of its charitable objectives. This includes the charities I CAN and AFASIC, the regulator, the Health Professions Council, and the union Amicus.

The RCSLT has also developed working relationships with civil



above: RCSLT governance structure

servants, in order to influence government policy relating to the development of services to people with communication disability and the future of the profession in providing these services.

Risk statement

The major risks to which the charity is exposed are contained in a separate risk register, which has been reviewed and presented to the auditors. The council has reviewed these risks and systems and procedures are in place, or being put in place, to manage and mitigate these risks.

3 OBJECTIVES AND ACTIVITIES

3a Charitable objectives and intended impact

The RCSLT was set up on 6 January 1945. Its object is to promote for the public benefit the art and science of speech and language therapy, meaning the care for individuals with communication, swallowing, eating and drinking difficulties. It is the professional body providing leadership and setting professional standards for speech and language therapists in the UK. It facilitates and promotes research into the field of speech and language therapy, promotes better education and training of speech and language therapists and provides information for members and the public about speech and language therapy. Within these objectives, the RCSLT's aim is to provide a preferred career choice for existing and potential members.

3b The RCSLT's strategic aims

Communications and organisational development

I To identify and influence external drivers affecting the profession.

- II To establish effective and sustainable communications systems with and between RCSLT members.
- III To promote and increase membership.
- IV To set professional standards for the SLT profession.
- V To continue organisational development of RCSLT as a professional association.
- VI To increase awareness of the medical and social effects of communication, eating, drinking and swallowing difficulties, and the role of SLTs with the public, government, other professions and the media.
- VII To establish joint partnerships with a range of agencies, including those in education, social care and in the charitable sector.
- VIII To involve the SLT profession within the government's health informatics agenda.

Financial governance

- I To strengthen the efficient, effective and economic management of RCSLT.
- II To diversify RCSLT's sources of income.

Education and workforce development

- I To influence the development and implementation of government policy affecting the future of:
 - SLT workforce planning, and
 - SLT pre-registration education and training.
- II To support continuing professional development for the SLT workforce.
- III To influence the development and implementation of HPC policy affecting the future regulation of the SLT workforce.
- IV To play an active role in the international development of speech and language therapy with international agreements for mutual recognition of SLT credentials.

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Leadership

- I To build the capacity of the profession to fulfil leadership roles.

Professional development

- I To facilitate critical/reflective thinking and the evaluation of service quality and effectiveness.
- II To enable evidence-based practice to be embedded in speech and language therapy at all levels.
- III To influence the development of and ensure participation in government policy on service/care.
- IV To provide input into public policy affecting the clinical governance/quality agenda.
- V To increase the level of engagement of the profession in research and development, securing greater access to funding and resources.

3c The RCSLT's main objectives for the year

The RCSLT Council agreed key objectives for 2005-6 to support implementation of the strategic plan. These included:

- I **Governance:** To ensure that all governance systems, including financial governance, are updated; to develop the role of the council as trustees and improve member engagement at AGMs.
- II **Finances:** See Section 5.
- III **RCSLT HQ:** To ensure appropriate organisational development of the RCSLT and effective management of the RCSLT HQ and officers.
- IV **Communications:** To maintain the high standard of published materials, to ensure the timely and accessible provision of information and to raise awareness of RCSLT activities and the achievements of the speech and language therapy profession.
- V **Membership:** To support more effective member engagement, to develop effective knowledge information systems, to maintain the efficient running of the membership and information functions, to support members' clinical practice and continuing professional development. The RCSLT continues to offer professional indemnity insurance to many members.
- VI **Pre-registration education:** To support the higher education institutions delivering pre-registration speech and language therapy programmes and to ensure that these programmes continued to meet the RCSLT's quality assurance standards.
- VII **Post-registration and continuing professional development opportunities:** To support the RCSLT membership with their continuing professional development in respect of the requirements set out by the NHS and the Knowledge and Skills Framework (KSF) and the HPC's regulatory requirements.
- VIII **Workforce development:** To support SLT managers with workforce planning.
- IX **Influencing government policy and legislation:** To identify ways to increase support to members on government policy and continue to influence key policy areas affecting the profession and people with speech, language and communication impairment.

- X **Working in partnership with others:** To continue to build relationships with external stakeholders, including other charities, professional associations, civil servants and trade unions in order to influence and inform the work of others or to add value through joint working arrangements.

3d The RCSLT's main strategies for 2005-6

- I **Governance:** In March 2005, the RCSLT's Council initiated a review of the organisation's ability to meet the changing needs of members in the context of external drivers and new challenges and because they were concerned that some business was not being effectively managed.
- II **Finances:** See Section 5.
- III **RCSLT HQ:** An organisational review was undertaken, to assess the needs for a new officer and management structure at HQ. The review examined organisational functions and the support required ongoing organisational development of the RCSLT.
- IV **Communications:** In order to support the enhancement of communications services, the RCSLT has maintained high standards in published materials through developing the visual identity of the RCSLT, met members' needs for readily accessible, up-to-date information by improving the RCSLT website and running a series of face-to-face events. It has raised awareness of the importance of speech and language therapy (and of the RCSLT's support for the profession) by celebrating the work of SLTs in transforming the lives of people with communication needs.
- V **Membership:** The RCSLT membership team has supported engagement and communication with and between members through encouraging member networking and professional development. The team has continued to carefully maintain member records and to promote membership of the RCSLT. The team has also supported the efficient running of the membership and information functions by adopting new pricing and introducing new subscriptions and renewals processes.
- VI **Pre-registration education:** In order to support the enhancement of professional development, the *National Standards for Practice-Based Learning* were launched in February 2006. Plans for the reintroduction of certification of pre-registration speech and language therapy programmes were put on hold until the annual monitoring requirements from the HPC had been published.
- VII **Post-registration training:** The RCSLT revised its standards for continuing professional development (CPD) and changed the system for reporting CPD activities. From April 2006 the CPD paper log will be replaced with the online CPD diary. Council's expectation is that, by 2008, all members will use the online diary for recording their CPD unless health considerations prevent them from doing so.
- VIII **Workforce development:** A project on workforce planning was set up and managed by a speech and language therapist on secondment from her substantive post. The project involved

researching past and present methods of workforce planning including the use of notional caseloads and developing a planning tools approach based on assessment of population needs, the functions required to meet those needs, and the competencies required to implement the functions.

- IX **Influencing government policy and legislation:** RCSLT officers have engaged members in responding to government consultations, lobbying on policy issues, influencing and informing policy developments and implementation. The organisational review identified the need to strengthen the policy team and a new head of policy and partnerships has been appointed and a country policy officer will be appointed for England.
- X **Working in partnership with others:** RCSLT officers and trustees have continued to identify new partners and also to build upon existing relationships with external stakeholders in order to achieve the objectives set out by council.

3e The RCSLT's main activities for the year

- I **Governance:** In March 2005, the RCSLT council initiated a review of the ability of the organisation to meet the changing needs of members in the context of external drivers. The review included changes to the governance of the RCSLT. The trustees had away days with an external consultant to help them better understand their governance role.
- II **Finances:** See Section 5.
- III **RCSLT HQ:** The organisational review resulted in a revised organisational structure for RCSLT HQ being proposed and agreed. A programme of recruitment and re-designation of roles at HQ followed.
- IV **Communications:** The three principal vehicles for RCSLT communications with members during 2005-6 were:
 - the monthly *Bulletin* magazine, containing contemporary clinical and professional articles, news and RCSLT and members' views.
 - the fortnightly *Bulletin Supplement*, containing articles, news, national job vacancies and notices of meetings/courses.
 - the RCSLT website, regularly updated with news, policy and professional development content.

This programme of publication has been enhanced through improving the look and feel of RCSLT published materials. This has been achieved through re-designing the cover and page designs for *Bulletin* and *Supplement* and by adopting a new visual identity for the RCSLT website, supported by the contracting of a new supplier of web design and hosting services and through a process of consultation.

The RCSLT ran a speech and language therapy week in 2005, tied in with the 2005 annual general meeting and annual RCSLT honours ceremony. This celebration of the work of speech and language therapists included Jubilee events in each of the four UK countries and helped the RCSLT to raise awareness of the importance of the profession and of the professional body.

- V **Membership:** The RCSLT membership team has made a drive to simplify the renewals process through increasing the number of subscriptions paid via direct debit, incentivising this switch to a simpler payment method by introducing reduced fees for members who pay via this method. The team has continued to carefully maintain member records and has worked with a supplier to improve the RCSLT member database. The team continues to promote membership of the RCSLT, especially to returners and associates (assistants and co-workers) and has supported engagement and communication between members through providing referrals for enquirers with queries of a technical, clinical or professional nature.
- VI **Professional development:** During 2005-6, the Education and Workforce Development Board and the Professional Development Board (February 2006) merged, ensuring that the strategic governance of the pre-and post-registration agendas for the profession were considered by one group of people, comprising academics and clinicians, in order that the RCSLT could assure itself of a consistent approach to the two fundamental aspects of professional development.

In order to inform the development of an RCSLT professional development strategy, the following activities took place:

- **Pre-registration:** visits to HEIs were made by members of the Education and Workforce Development Board, in their capacity as critical friends.
- **Post-registration:** 500 members gave input to RCSLT during the development of the CPD Toolkit and participated in the pilot testing of the online CPD diary.
- **Workforce development:** working with the Workforce Review Team to provide statistics and narrative for the *Workforce Review Report*, which is to be sent to strategic health authority commissioners to inform their decisions.

- VII **RCSLT policy activity in England:** The RCSLT has worked with its members to contribute to and inform policy decisions and developments within England. The RCSLT has responded to a number of Government consultations including: the future of the children's workforce, public health, research, the SEN review, the 18 weeks delivery programme, the *Out-of-hospital care* White paper – *Our health, our care, our say* and work on the *Mental Capacity Act* draft code of practice.
- VIII **RCSLT policy activity in Northern Ireland:** The RCSLT's engagement in the Northern Ireland Children's Commissioner's Review of Speech and Language Therapy for Children and Young People is ongoing. The RCSLT will continue to take the initiative in the children's services agenda and anticipates a key role in the Task Force announced by Lord Rooker.
- IX **RCSLT policy activity in Scotland:** The RCSLT and Scotland Managers Network members lobbied the Scottish Government to fund research to identify people with communication support needs and to develop a strategy to make Scotland a better place for them.
- X **RCSLT policy activity in Wales:** The RCSLT has worked with partners in the Welsh Assembly Government, the All Wales SLT Managers' Committee and the Welsh Board representatives.

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XI Working in partnership with others: The RCSLT has supported its members on *Agenda for Change* and has continued to work with the union, Amicus, to provide support to the profession. Speech and language therapy manager Debby Rossiter has also undertaken a survey to map the outcomes of *Agenda for Change*.

The RCSLT has strengthened its political voice as part of the AHPF and has, for example, been working in England to support members on the changes arising from *Commissioning a patient-led NHS*. To support members and give them the information and tools that they need, the RCSLT is developing a programme of work including a conference to be held in April 2006 on the commissioning agenda and a briefing of the white paper. The RCSLT has held meetings with senior officials, including the NHS Chief Executive. The RCSLT has been developing a joint leading edge briefing with the NHS Confederation considering the issue of different provider models and how this might affect AHPF members. In Northern Ireland, Scotland and Wales, the RCSLT has been working in partnership with AHP colleagues to boost AHPs' influence in the legislatures there.

XII Working in partnership with others in England: RCSLT members have worked with the Department for Education and Skills on Early Years services, and worked with Amicus to lobby in the House of Commons. The RCSLT CEO also attended a seminar with key Government ministers.

XIII Working in partnership with others in Northern Ireland: The RCSLT has established joint partnerships with a range of agencies, to continue to influence the Government, deliver better outcomes for members in the reform of public administration consultation, influence the DHSSPS workforce agenda and continue to develop the RCSLT's physical presence in Northern Ireland.

XIV Working in partnership with others in Scotland: The RCSLT has worked with Government on the interface between speech and language therapy and mental health services.

XV Working in partnership with others in Wales: The RCSLT has contributed verbal and written evidence to the Education and Life-Long Learning Committee on the review of Statementing for Education.

4 ACHIEVEMENT AND PERFORMANCE

I Governance: The governance of RCSLT remains robust and its altered organisation, which takes account of the new executive management structure and its corresponding overseeing boards, will provide even better strategic direction, with councillors better equipped and trained to carry out this important role. The new structure will be able to cope with the increased volume of business from the executive. The induction pack for trustees was revised and the AGM was run as a mini-conference resulting in better attendance and engagement by members.

II Finances: See Section 5.

III RCSLT HQ: The Head of Performance and Contracts was appointed to oversee the development of new HR and IT

strategies, review all contracts and put in place cohesive contract monitoring procedures, and to develop a robust performance management system across all RCSLT activities. A Head of Policy and Partnerships was appointed to lead the RCSLT's engagement with Government and stakeholders. A Head of Continuing Professional Development was appointed to manage the provision of development opportunities for members and to oversee the SLT training course accreditation process. A Head of Customer Relationship Management was appointed to oversee relationships with members and to manage the marketing communications aspects of the RCSLT's business.

Other changes were made to the officer structure at HQ, in order to ensure RCSLT services are more closely aligned with members' needs and officers continued to give sterling support throughout the year. It is much to their credit that they have coped in a mature and considered fashion with the uncertainties brought about by the proposed changes to the management structure.

IV Communications: Member feedback about the design of *Bulletin* and *Supplement* has been roundly positive. The introduction of an all colour print for these publications has not only enlivened the look and feel of these publications for members but has also supported the introduction of display advertising, helping to offset some of the loss of income from classified/job advertising. The work on the RCSLT website has similarly enhanced this increasingly important channel for RCSLT communication – and has facilitated the development by the CPD team of the new diary function, replacing the annual CPD log. *Speech and Language Therapy Week* and the RCSLT honours enabled the RCSLT to raise its profile and that of the work of SLTs: these activities attracted some media attention, including regional television and radio coverage, a stream of newspaper articles and a variety of web-based news features.

V Membership: The team supported an increase in the RCSLT membership during the renewal process, with a 3.8% year-on-year increase in UK practising members and a 1.8% increase in student members, amounting to an overall increase in membership of 5.6%, with membership rising from 12,126 to 12,801 members, from 2005 to 2006. This increase has been matched by an increase in the number of members renewing their subscriptions and opting to pay by direct debit, a trend which the RCSLT expects to continue during 2006-2007. A new RCSLT membership database has been introduced, which has improved the management of the member records, especially in helping the team to record members' CPD activities during the year.

VI Pre-registration education: *National Standards for Practice-based Learning* were launched during the year. A successful student study day was held in February 2006.

VII Post-registration and continuing professional development opportunities: A CPD forum was launched on the RCSLT website and the CPD diary – an online tool for recording CPD activity – was prepared for launch in 2006.

VIII Workforce development: Return to practice and overseas distance learning courses were developed.

IX Policy and partnerships in England: The RCSLT produced a position paper *Supporting children with speech, language and communication needs within integrated children's services*, written by Marie Gascoigne. The RCSLT will be using the paper to inform and engage members in this important issue over the coming year.

RCSLT experts wrote sections of the Early Years family packs for children with speech, language and communication difficulties and this has been distributed across England; speech and language therapy is mentioned in the *Our health, our care, our say* white paper and the 18-week delivery programme implementation framework.

In England, the RCSLT has been developing a joint leading-edge briefing with the NHS Confederation, considering the issue of different provider models and how this might affect AHPF members.

X Policy and partnerships in Scotland: The RCSLT Mental Health Network has, for the first time, persuaded Government in Scotland to include speech and language therapy in mental health programmes. The RCSLT and Scotland Managers' Network members also successfully lobbied the Scottish Government to fund research in order to identify who in Scotland has communication support needs.

XI Policy and partnerships in Northern Ireland: The RCSLT has worked closely with Northern Ireland Commissioner for Children and Young People (NICCY), and hosted a joint conference on 30 March, which has ensured that the profession in Northern Ireland is involved in partnerships at the highest level. The RCSLT anticipates a key role in the Task Force announced by Lord Rooker. The RCSLT also secured joint funding to pilot the workforce-planning tool in Northern Ireland and is hopeful that this funding will be ring-fenced to support the first implementation of the toolkit there.

XII Policy and partnerships in Wales: A joint pilot project was initiated for integrated speech, language and communication services for children with a £3m investment. Furthermore, waiting times for speech and language therapy have been published publicly and included in targets, making Health CEOs accountable. This has resulted in almost £1m investment direct to services.

5 FINANCIAL REVIEW

The financial objectives for the year were: to interrogate trends in income and expenditure; to identify action to minimise impact of negative trends and maximise efficiency; to identify costs of improving services to members, and to improve financial management systems. A review of the RCSLT's finances, including a detailed breakdown, was given to the trustees enabling them to make decisions regarding investment in the development of the organisation and improvement of services to members. There has been continuing emphasis on financial prudence, a keen watch on costs, careful investment of liquid reserves and improved monitoring of contracts, particularly examining the outsourced advertising sales function, as supplied to RCSLT by the publisher

of *Bulletin* and *Supplement*. Key financial successes have been: the liquidity ratio increased to 4.48 times; free reserves increased to an amount equivalent to 12 months' operating costs, in accordance with the council's overall financial strategy; investment returns have increased from £114,488 to £143,957.

Group income fell by 4.6% in the year and expenditure increased by 10%. This is due to the continuous decline in recruitment advertising income, a general trend affecting the Allied Health Professional Federation (AHPF). The additional expenditure is mainly due to increased activities to support the implementation of the RCSLT strategy, as approved by council. This led to a fall in net income for the year from £436,431 to £105,898. The revaluation of the property, however, and the growth in investments led to a total of £1,135,384 being added to reserves this year.

CSLT (Trading) Limited, the trading subsidiary, had a successful year and a gift aided donation of £167,348 was made to the College from the profits for the year.

I Reserves policy: The College requires free reserves to provide a reliable income stream, deal with the stabilisation of cash flows and provide funds for capital expenditure to overcome threats, meet contingencies and take advantage of future opportunities. The level of reserves which the trustees believe to be appropriate represents 11-12 months anticipated operating costs.

The total reserves at 31 March 2006 were £5,344,706 of which £2,496,059 was considered to be free (ie, not earmarked for particular purposes or represented by fixed assets). This represents a little more than a year's operating costs; these additional funds will enable the College to take forward its plans with confidence.

II Investment policy and performance: Funds not required for the foreseeable future are invested in Charity Funds which are considered to have low risk. The return on the original cost of the investments this year increased to 4.75% from 3.45%. The investments also showed substantial capital growth for the year with an increase in market value of 16% on the previous year.

III Risk: The trustees' have established a rigorous approach to risk which involves the identification and recording of risk in a register. The senior management team regularly reviews this register and trustees and appropriate systems are in place to mitigate all significant risks.

6 PLANS FOR FUTURE PERIODS

The information provided in this section is set out in terms of the new organisational structure and provides a full picture of the ambitions for the future by function.

I Performance and contracts

There is much work to be done in terms of planning and executing new projects and ensuring that the various systems and processes are robust enough to cope with a more complex

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structure and increased volume of work. This work will continue throughout 2006-2007 and will culminate in a formal review of the whole reorganisation by council as an internal audit that the change process has achieved what it set out to do. Activities for the performance, secretariat and finance teams for the year will fall under the objectives laid down in the RCSLT strategic objectives plan and include:

- developing the strategic prioritisation process
- developing a robust HR strategy
- developing an IT strategy for the next 3-5 years
- putting in place a comprehensive performance management system
- developing standard methodologies for projects
- introducing common governance standards for contracts
- developing the business continuity plan
- reviewing internal financial reporting procedures
- continuing to develop the income strategy
- enhancing the health and safety policy

II Customer relationship management

For 2006-2007, the RCSLT communications and membership teams have been brought under the direction of the new head of customer relationship management, who will help the RCSLT to improve and promote its services for members. The objectives for this new directorate, for the year will build on the strategic and operational activities in 2004-2005. Activities for the CRM team for the year will fall under the objectives laid down in the RCSLT strategic objectives plan and include:

- maintaining and increasing the current membership
- producing high quality publications
- developing a marketing communications strategy for the RCSLT
- identifying opportunities to raise the profile of the RCSLT and of communication impairment
- developing improved systems of internal and external communication
- developing and maintaining robust information and knowledge management systems and equipping RCSLT information officers to deal effectively with enquiries
- promoting the use of evidence-based practice among SLTs

III Professional development objectives

Pre-registration education

There is also the need to clarify and develop the RCSLT's role in the establishment and development of pre-registration programmes. This will be achieved by ensuring that the RCSLT is actively involved in SLT pre-registration education and training and career development, through close work with HEIs. The RCSLT will also examine options for the education and training of support workers, taking into account the anticipated new regulatory requirements, when they are announced.

Post-registration training

To support continuing professional development of the SLT workforce, by establishing a CPD framework and programme of activities and opportunities for members. This programme will be based on feedback received from members following the distribution of a questionnaire in May 2006.

Workforce development

The RCSLT will influence the development and implementation

of government policy affecting the future of SLT workforce planning. The RCSLT will develop tools to support SLT managers with workforce planning. The workforce planning project began in 2005-2006 and the methodology for progressing this work has been devised. This methodology needs to be tested in 2006-2007. The RCSLT would also like to pilot a planning tools approach and would like to look at speech and language therapy provision in children's services.

Research and development

To increase the level of engagement of the profession in research and development, securing greater access to funding and resources and ensuring the profession has a robust evidence base that will support SLTs to use evidence-based practice to raise standards of service delivery/care. This will be done through the implementation of the research and development strategy and the appointment of a councillor for research and development.

IV Policy and partnerships

The objectives for the team for the year ahead will be to build on the strategic and operational activity for 2005-2006. Activities for the year ahead fall under the objectives laid down in the RCSLT strategic objectives plan and include:

- influencing the development and implementation of Government policy affecting the future of the speech and language therapy workforce
- positioning ourselves as a key partner with other allied health professions' (AHP) organisations
- influencing the development of and ensuring participation in Government policy on service care, particularly *Commissioning a patient-led NHS*
- supporting NICC and other key agencies to deliver effective speech and language therapy services for children in Northern Ireland
- working in partnership with user organisations in Scotland to raise the profile of people with communication impairment
- influencing the Welsh Assembly Government in the development of speech, language and communication impairment services for children

7 FUNDS HELD AS CUSTODIANS TRUSTEE ON BEHALF OF OTHERS

At 31 March 2006, these funds totalled £56,254. These were broken down as follows:

- The Association of SLT managers fund (TASLTM) £22,124.
- Department of Health and North West London Workforce Development Confederation £25,130.
- Western Health and Social Services Board (Northern Ireland) and Western Education and Library Board (Northern Ireland) £9,000.

8 STATEMENT OF RESPONSIBILITIES OF THE COUNCIL OF MANAGEMENT

Company law requires the councillors (who are the directors of the company for the purposes of the Companies Acts and the charitable trustees) to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable

company as at the balance sheet date, and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the councillors are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue on that basis

Councillors are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the accounts comply with the *Companies Act 1985*. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

9 AUDIT INFORMATION

So far as each of the directors at the time the trustees' report is approved is aware:

- there is no relevant information of which the auditors are unaware
- they have taken all relevant steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

10 AUDITORS

On 1 May 2006, Kingston Smith transferred their business to Kingston Smith LLP, a limited liability partnership incorporated under the *Limited Liability Partnership Act 2000*. The company's consent has been given to treating the appointment of Kingston Smith as extending to Kingston Smith LLP under the provision of section 26(5) of the *Companies Act 1989*. Kingston Smith LLP indicated their willingness to continue in office and in accordance with the provisions of the *Companies Act* it is proposed that they be re-appointed auditors for the ensuing year.

Independent Auditors' Report to the Members of the Royal College of Speech and Language Therapists

We have audited the group and parent charitable company financial statements (the "financial statements") of the Royal College of Speech and Language Therapists for the year ended 31 March 2006 which comprise the Group Statement of Financial Activities, the Group and Charitable Company Balance Sheets and the related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the *Companies Act 1985*. Our audit work has been undertaken for no purpose other

than to draw to the attention of the charitable company's members those matters which we are required to include in an auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditors

The trustees' (who are also the directors of the Royal College of Speech and Language Therapists for the purposes of company law) responsibilities for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the *Companies Act 1985*. We also report to you if, in our opinion, charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and other transactions is not disclosed.

We read the Trustees' Annual Report, which incorporates the Directors' Report required by the *Companies Act 1985*, and report to you our opinion on whether it is consistent with the financial statements.

Basis of Audit Opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's and charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Financial accountability and corporate governance: annual report of the trustees

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with the United Kingdom Generally Accepted Accounting Practice, of the state of the group's and charitable company's affairs as at 31st March 2006 and of the group's incoming resources and application of resources, including the income and expenditure of the group for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the Trustees' Annual Report is consistent with the financial statements.

Kingston Smith LLP
Chartered Accountants and Registered Auditors

Devonshire House, 60 Goswell Road, London EC1M 7AD

ROYAL COLLEGE OF SPEECH & LANGUAGE THERAPISTS Summary of 2005-2006 incoming resources

| INCOME TYPE | 2005-06 | | 2004-05 | |
|------------------------|------------------|------------|------------------|------------|
| | £ | % | £ | % |
| Donations and legacies | 0 | 0 | 5,190 | 0 |
| Commercial trading | 768,630 | 31 | 872,657 | 34 |
| Investment income | 143,957 | 6 | 114,488 | 4 |
| Grants | 14,194 | 1 | 126,000 | 5 |
| Membership | 1,419,672 | 58 | 1,387,723 | 54 |
| Conference | 23,800 | 1 | 0 | 0 |
| Other income | 92,930 | 4 | 75,865 | 3 |
| | 2,463,183 | 100 | 2,581,923 | 100 |

Summary of 2005-2006 outgoing resources

| TYPE OF EXPENDITURE | 2005-06 | | 2004-05 | |
|--|------------------|------------|------------------|------------|
| | £ | % | £ | % |
| Commercial trading | 418,235 | 18 | 505,508 | 24 |
| Other costs of generating funds | 39,808 | 2 | 0 | 0 |
| Investment management costs | 4,753 | 0 | 0 | 0 |
| Membership services | 77,472 | 3 | 87,583 | 4 |
| Supporting members (grants & projects) | 344,275 | 15 | 270,574 | 13 |
| Governance costs | 153,552 | 7 | 82,509 | 4 |
| Staff costs | 1,012,852 | 43 | 951,953 | 44 |
| Overheads (Headquarters) | 306,338 | 13 | 247,365 | 12 |
| | 2,357,285 | 100 | 2,145,492 | 100 |

ROYAL COLLEGE OF SPEECH & LANGUAGE THERAPISTS Consolidated income and expenditure account 2005-2006

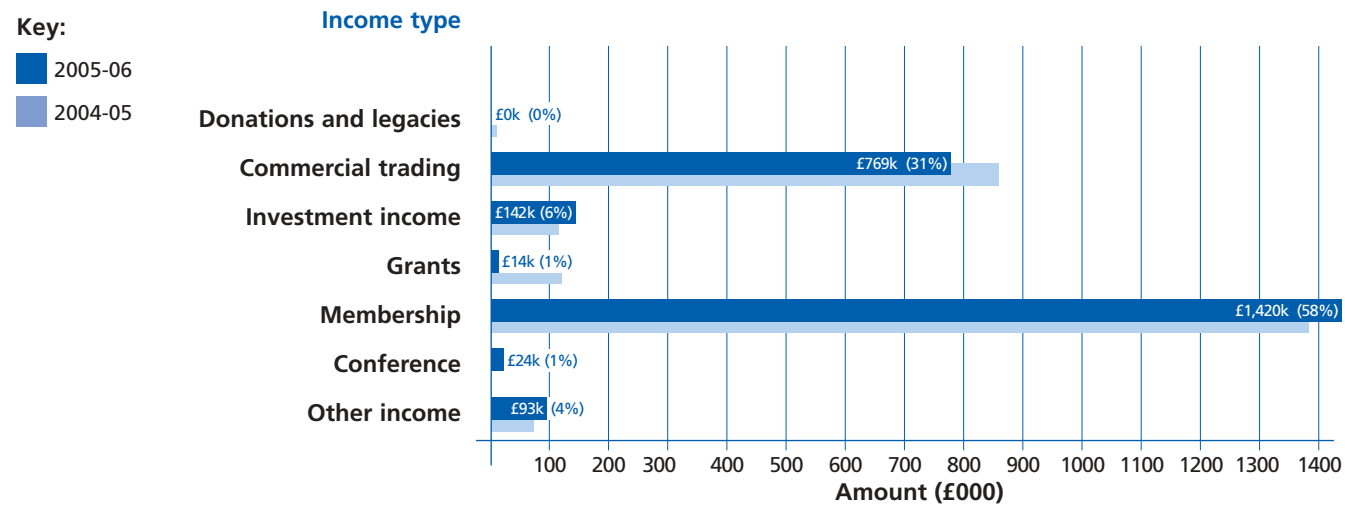
| Year to 31 March | 2006 £ | 2005 £ |
|--|------------------|------------------|
| Incoming Resources from generated funds | | |
| Donations and legacies received | 0 | 5,190 |
| Commercial trading | 768,630 | 872,657 |
| Investment income | 143,957 | 114,488 |
| Incoming Resources from charitable activities | | |
| Grants | 14,194 | 126,000 |
| Membership | 1,419,672 | 1,387,723 |
| Conference | 23,800 | 0 |
| Other income | 92,930 | 75,865 |
| Total incoming resources | 2,463,183 | 2,581,923 |
| Resources Expended | | |
| Cost of generating funds: | | |
| Commercial trading | 603,741 | 505,508 |
| Other costs of generating funds | 39,808 | 0 |
| Investment management costs | 4,753 | 0 |
| Charitable activities: | | |
| Supporting members | 1,164,444 | 1,054,421 |
| Membership and Information | 390,987 | 503,054 |
| Governance | 153,552 | 82,509 |
| Total resources expended in year | 2,357,285 | 2,145,492 |
| Surplus for the year | 105,898 | 436,431 |

Consolidated balance sheet as at 31 March 2006

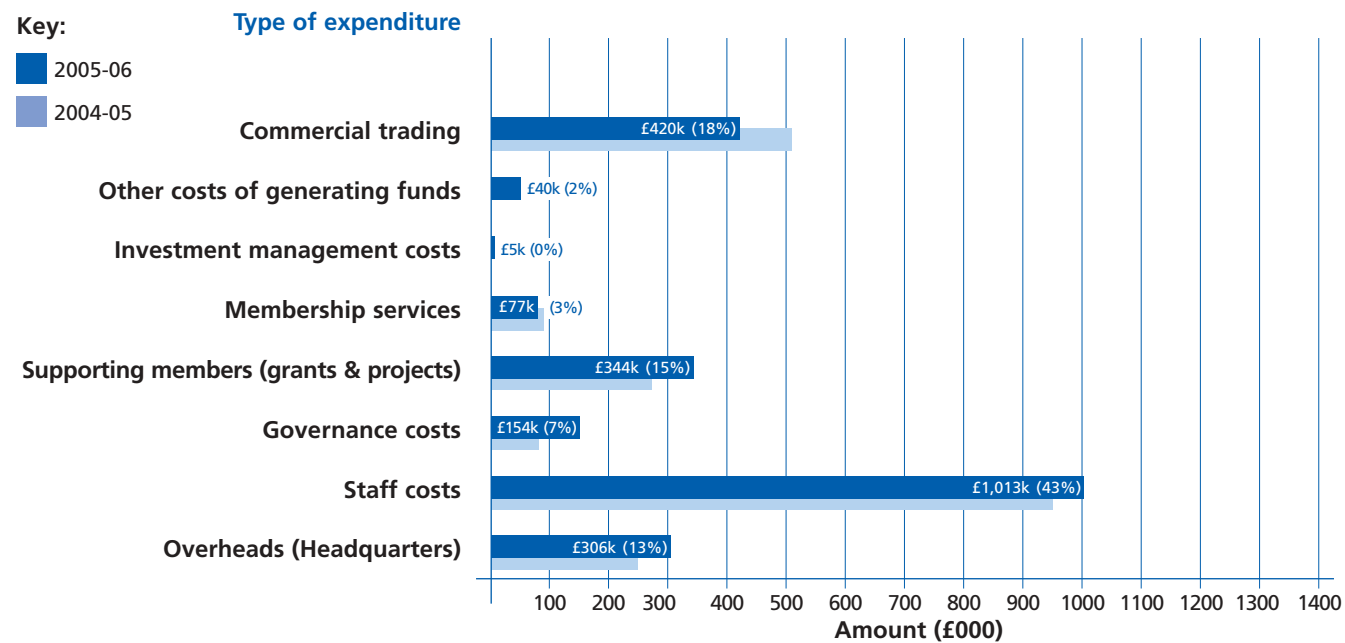
| | 2006 | 2005 |
|-------------------------------------|------------------|------------------|
| Fixed assets: | | |
| Tangible fixed assets | 2,051,087 | 1,195,253 |
| Investments | 1,047,975 | 902,828 |
| | 3,099,062 | 2,098,081 |
| Current assets: | | |
| Stock of goods for resale | 10,906 | 11,912 |
| Debtors | 336,215 | 330,015 |
| Short-term deposits | 2,400,000 | 1,900,000 |
| Cash at bank and in hand | 43,884 | 250,570 |
| | 2,791,005 | 2,492,497 |
| Creditors: | | |
| Amounts falling due within one year | (545,361) | (381,256) |
| | 2,245,644 | 2,111,241 |
| Net assets | 5,344,706 | 4,209,322 |
| Reserves | | |
| Restricted funds | 60,910 | 92,316 |
| Unrestricted funds | 5,283,796 | 4,117,006 |
| Total reserves | 5,344,706 | 4,209,322 |

Financial accountability and corporate governance: annual report of the trustees

ROYAL COLLEGE OF SPEECH & LANGUAGE THERAPISTS Summary of 2005-2006 incoming resources



Summary of 2005-2006 outgoing resources



The RCSLT's mission



To represent speech and language therapists and support workers, promote excellence in practice and influence health, education and social care policies.

To deliver our mission we aim to:

Represent the interests of speech and language therapists and support workers and provide a voice locally, nationally and internationally

Influence and lobby governments and others to shape policy so that issues concerning the profession are reflected in public policy and people with communication, eating, drinking or swallowing difficulties receive optimum care

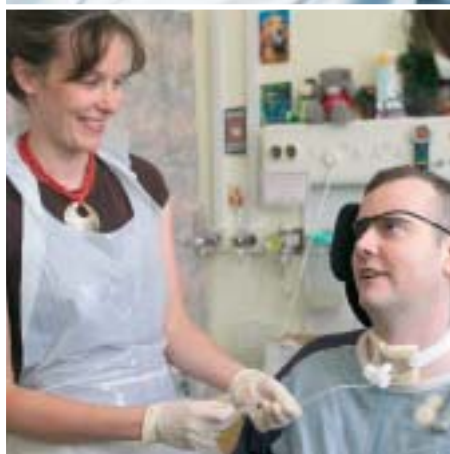
Support and protect the value of a profession whose members deliver quality services to meet diverse needs, and the professional interests of speech and language therapists and support workers

Develop: speech and language therapists professionally and academically, building our resource of professional expertise and leadership; speech and language therapy and its professional practice through the use of evidence-based practice; and speech and language therapy as an integral part of the modernised workforce across health, education and social care

Build: a sustainable, member-focused, organisation with the capacity to deliver our mission effectively, efficiently and in accordance with our values; the systems, attitudes and resources to offer the best possible support and development to our staff

To find out more, read the RCSLT Strategic Plan 2003-2009 available from <http://www.rcslt.org/about/strategicplan>





Royal College of Speech & Language Therapists

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membership and information: 020 7378 3008 /3009

switchboard: 020 7378 1200

visit: www.rcslt.org

The RCSLT represents speech and language therapists and support workers, promotes excellence in practice and influences health, education and social care policies.

Member benefits: ■ The opportunity to have your voice heard ■ Professional publications and resources
■ Insurance cover ■ Professional advice

Download further copies of this annual report at: www.rcslt.org