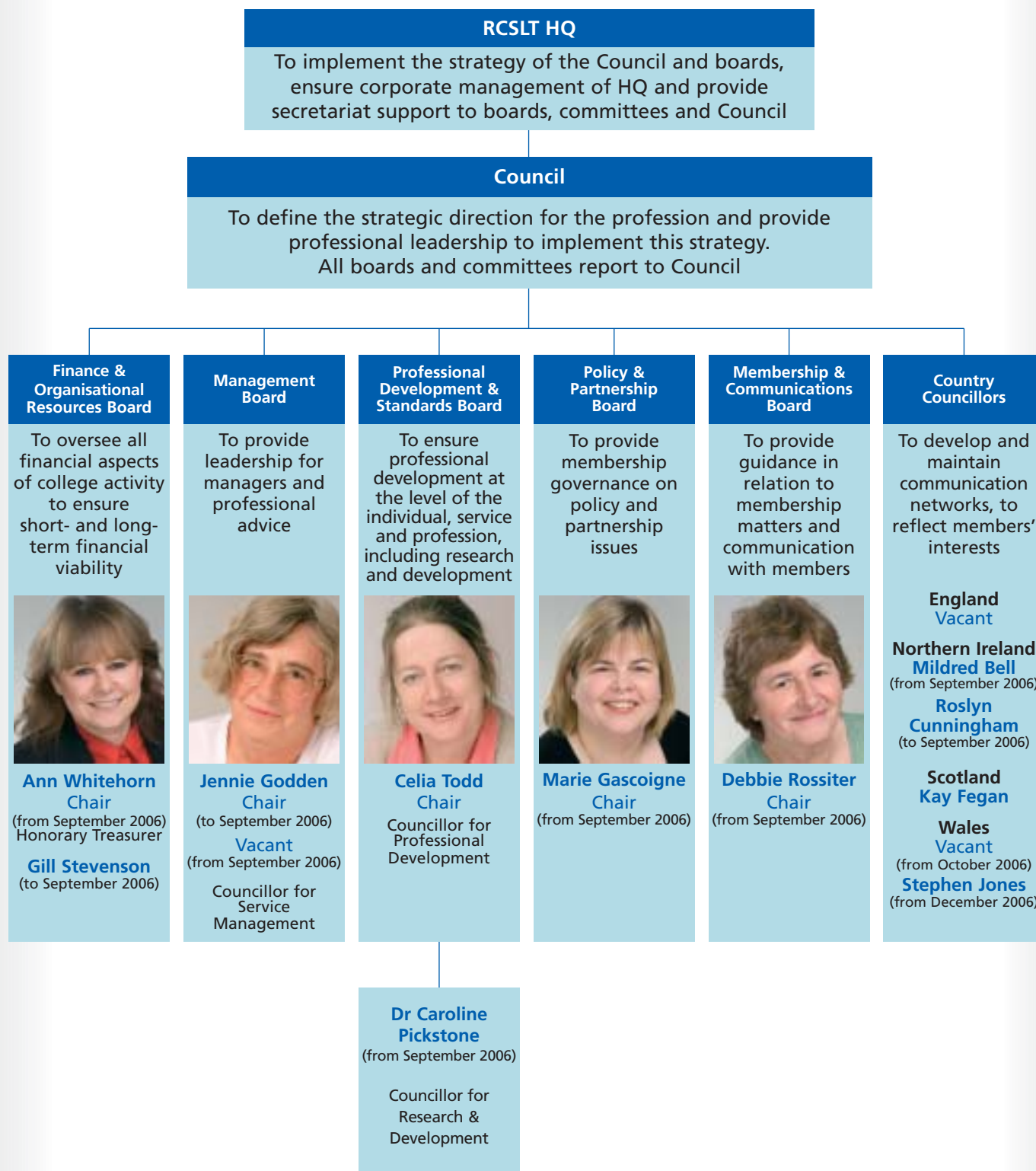




*A year in the life...*

Royal College of Speech & Language Therapists  
**Annual Report 2006 - 2007**

# RCSLT governance and management structures



# notes

NOTES

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# notes

NOTES

## Message from the RCSLT Chair



This year the RCSLT has risen to the challenge for members, specifically resulting from current government reforms across the UK and the job crisis for new graduates.

It has also been a year where Council has been ensuring that the new structure and staffing at the RCSLT enable us to respond effectively and efficiently to your issues and concerns.

We have been able to run more tailored events for groups of members. The professional running of such events has only been possible by the work done behind the scenes. I would like to take this opportunity to acknowledge the work of the CEO, senior management team, all officers, members, patrons and supporters who have worked with Council over this year on all our events and much, much more.

The RCSLT has also been engaged politically through officers, advisers, board members, country councillors and other member networks in each of the UK countries. Thank you for being so responsive to matters where we seek your professional advice and guidance. The reputation of the RCSLT with governments and other health professional bodies is greatly enhanced through the quality of our policy analysis and influencing work.

The RCSLT has more influencing power as a result of our good reputation. An example reflecting this is that the RCSLT was the only health professional body, apart from the Royal Medical Colleges, whose Chair was invited to present at a recent Kings Fund-organised and Department of Health-led seminar, looking at regulation of the pharmacy profession.

It continues to be the case that such 'influencing' has to be done, where relevant, with other health professional groups and other partners. The Allied Health Professions Federation in each UK country, but particularly in England, is assuming a greater importance in terms of being the only place Government

wishes to go to seek the views of health professionals, including SLTs. Both the policy team and professional standards team work effectively with this organisation to influence government, on our behalf.

The RCSLT, very appropriately, continues to set standards and capture best practice, across the broad spectrum of speech and language therapy activity. Our enhanced Professional Standards and Development Team has worked on the implementation of the CPD strategy, e-learning strategy and the on-line CPD diary.

The changes in the RCSLT governance structures, the boards and Council give members many opportunities to get involved in the RCSLT's work. Please do consider how you and your colleagues can work on behalf of our profession, through your professional body.

On behalf of Council, I wish to extend our appreciation to Celia Todd, the outgoing Chair of Professional Development and Standards Board. Celia has worked tirelessly and professionally over the last four years as Chair.

Our Patron, Her Royal Highness the Countess of Wessex, has been generous with her time, interest and stimulating ideas. Our President, Sir George Cox, has been a wise source of advice and support to the CEO and Chair. Our Vice Presidents have been actively supportive of our work, particularly Sir Sigmund Sternberg and Baroness Michie.

A handwritten signature in black ink that reads "Rosalind Rogers". The signature is written in a cursive, flowing style.

Rosalind Rogers

# notes

NOTES

## Message from the RCSLT Chief Executive



In last year's annual report, I highlighted the organisational review the Council initiated to ensure the RCSLT is 'fit for purpose'.

As with all organisations, it is essential we are able to respond to changes in the external environment to enable us to meet the needs of our members and, ultimately support the delivery of high quality speech and language services to people with communication difficulties.

Along with the present and previous chairs, I have attended a number of meetings with members in order to explain these changes and the new organisational structure.

The past year has focused on building on and consolidating the new structure while also delivering key objectives agreed by Council.

As a result of current reforms across the UK the challenges for members and the profession have been significant. The RCSLT, through its members, trustees and officers has worked to support the profession and service users at a number of levels.

This report serves to provide an overview of achievements made and I would like to highlight key areas from my perspective.

Strategic planning has improved. From this logical departmental objectives and activity plans now cascade. We have:

- Held a number of events, seminars and conferences to either influence policy makers or to inform and support our members to understand the reform agenda across the UK
- Supported the establishment of, and provide secretariat to, the All Party Parliamentary Group for Speech and Language Difficulties (Westminster)
- Improved our website and worked with members to produce information which is of value to them, for example *The Managers' Resource Pack*
- Set out a continuing professional development strategy. We are implementing this to support our members with their professional and regulatory requirements

These achievements fit with the areas outlined in my overview last year.

2006-2007 was a challenging year for speech and language therapy and the RCSLT. 2007-2008 will also bring new challenges, particularly in securing leadership for the future of the profession.

I am confident the RCSLT will be in a strong position to help our members to develop new skills and take up the opportunities that will enable them to continue to be part of a proactive and dynamic profession.

Looking ahead, in terms of future aims agreed by Council, these include:

- Implementing the marketing and communications strategy for the RCSLT
- Scoping the options to set the strategy that will determine RCSLT's engagement in research to support the profession
- Responding to the new agenda as a result of the changing political leadership across the UK
- Finalising an information technology strategy for the next 3-5 years

Kamini Gadhok

# april

168 members register for the CPD online diary

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Commissioning a patient-led NHS



Commissioning a patient-led NHS



Commissioning a patient-led NHS

Over 180 Allied health profession managers from England gather at the RCSLT's conference, *Commissioning a patient-led NHS: what does it mean for you?* at the Holiday Inn, Regents Park, London on 27 April. The aim of the conference is to outline how *Our health, our care, our say: a new direction for community services* will affect AHPs and, in particular, SLTs. Conference also aims to explain more about commissioning; payment by results; the option and costs/benefits for different provider models; workforce planning and *Connecting for Health*.

RCSLT Professional Standards and Development Board launches online continuing professional development (CPD) diary. This includes a system for email alerts; lets members know about short courses relevant to their specialism; and incorporates a forum for discussion and summative function of hours or analysis of work done per type of activity required to meet RCSLT standards. Visit: [www.rslt.org/cpd](http://www.rslt.org/cpd)



Scottish recruitment focuses on speech and language therapy



RCSLT launches its online CPD diary

**Scotland.** Communication Impairment Action Group starts part one of its research project. Speech and language therapy features in campaign to encourage people in Scotland to opt for a career in health in Scotland.

# may

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500 international delegates attend 'Realising the Vision'



Professor Pam Enderby gives the keynote address



Three members of the SMT meet Conference delegates

Scientific conference at the University of Ulster, Jordanstown. *Realising the Vision* attracts 500 delegates, including groups from the Australia, Iraq, South Africa, the US, and West Indies. The conference also sees the launch of *Communicating Quality 3*, the third edition of the RCSLT's internationally-renowned professional standards for speech and language therapists.



15 May: RCSLT CEO Kamini Gadhok joins the labour Party's *Lets Talk* policy forum at Downing Street. RCSLT Head of Policy and Partnerships Nick Smith secures Kamini's place at this influential meeting hosted by Prime Minister Tony Blair, Deputy Prime Minister John Prescott and Labour Party Chair Hazel Blears. The initiative aims to bring people from within the Labour Party together with service users, trade unions, voluntary groups and frontline workers, to discuss public sector reform in England.

**Scotland.** RCSLT secures recommendations for people with communication needs in the country's disability strategy; holds inaugural meeting of the Support Workers Network. Retirement network holds its annual Scotland lunch meetings.

**Wales.** RCSLT Policy Officer Alison Stroud becomes executive member of the inaugural Public Affairs Cymru (PAC), set up to support civic society's partnership with the Welsh Assembly Government as devolved powers increase.

2,000 members sign up to the CPD online diary

# june

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Fri	02	Jane Mackenzie joins RCSLT as new Country Policy Officer for England.
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Sun	04	RCSLT Retirement Network holds regional representatives meeting
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Wed	07	<b>Scotland.</b> RCSLT hosts Scottish Managers Network Conference on additional support for learning; lead link days for members in the east and north and the inaugural study day of the Mental Health Network, Scotland.
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Mon	12	<b>Northern Ireland.</b> RCSLT establishes partnership with Northern Ireland Commissioner for children and Young People following the Spring 2006 conference on shaping the future of children's services.
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# july

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Fri	14	<b>Wales.</b> RCSLT Policy and Partnership Team maintain a reputation as 'critical friend' to Welsh Assembly Government and increase the RCSLT public affairs profile. Increases commissioning of speech and language therapy training places with the development of a two-year accelerated postgraduate programme at Bangor University – the only health profession in Wales to achieve an increase within the current difficult NHS financial climate.
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Sat	22	RCSLT Council meets in London.
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Mon	24	<b>Scotland.</b> RCSLT attends <i>Speakability</i> delegation meeting with Scottish Executive about aphasia-friendly information.
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4,038 members registered for the CPD online diary



# august

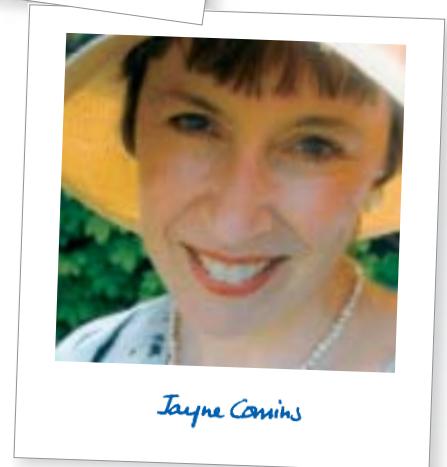
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*Dominique Lowenthal*



*Rubana Hussein*



*Jayne Comins*

Dominique Lowenthal and Rubana Hussein join the RCSLT Professional Development Team as Professional Services Development Manager and Professional Development Standards Manager, respectively. Dominique will be involved in all aspects of the RCSLT's support for CPD and her focus will be on developing and implementing an e-learning strategy to support accessible, engaging and diverse learning opportunities for SLTs. Rubana will work with RCSLT Head of Professional Development Sharon Woolf on the quality assurance and certification of pre-registration speech and language therapy courses within higher education institutes.

RCSLT launches Jayne Comins Bursary in honour of the first SLT to work as an RCSLT information officer. The award gives two SLTs the opportunity to follow in her footsteps by networking throughout the globe and broadening the horizons of speech and language therapy.

**Scotland.** RCSLT attends inaugural meeting of Augmentative and Alternative Communication Campaign Group and meets with Scottish Executive Education Department to agree actions to address speech and language therapy issues around additional support for learning legislation.



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Three-quarters of speech therapy service managers respond to RCSLT Policy and Partnership Team survey on spending cuts. Survey of higher education institutions also reveals 80% of 2006 graduates have not found work.

RCSLT launches online recruitment facility.

27 September: RCSLT Council meets in Edinburgh. RCSLT honours ceremony takes place on eve of AGM in Edinburgh. Scotland's Minister for Health and Community Care Andy Kerr presents eleven awards.



*The Sternberg winners with Scotland's minister for Health and Community Care, Andy Kerr*

RCSLT Sternberg Award for Clinical Innovation 2006 goes to Philippa Charatan and Helen Piggott for their *Target Profile Diagram*. Their software tool provides a clear and accurate summary of the language strengths and needs of pupils with moderate learning difficulties.

28 September: RCSLT holds AGM and study day at Royal College of Surgeons Edinburgh. More than 200 SLTs from around UK attend *Plugging the evidence-base gap* and listen to Professor Paul Carding deliver the RCSLT Founders Lecture. He argues the profession has reached a point in its development where clinical research and building an evidence base is central to its present day status and future existence.



*The 2006 RCSLT Honours winners*



*Dr. Caroline Pickstone*

Councillor for Research and Development Dr Caroline Pickstone takes up office at the RCSLT AGM.

Retirement Network Central Region holds its 21st meeting.



*Professor Carding delivers the RCSLT Founders lecture*

# october

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Role of speech and language therapy in young offender institutions comes under spotlight as former Chief inspector for Prisons Lord Ramsbotham introduces debate in House of Lords.

**Scotland.** Board welcomes new members. Agenda for Change campaign begins. Launches communication support needs audit of Scottish Parliament in partnership with Parliament corporate body.

**Northern Ireland.** RCSLT continues to work with other AHPs to lobby for equitable representation, within the new structures, for AHPs at all levels within the Department of Health, Social Services and Public Safety. RCSLT Ireland Policy Officer Alison McCullough holds series of meetings with Government officials including minister with responsibility for health. RCSLT joins cross-departmental taskforce to provide recommendations regarding future service provision for children in NI.



**Wales.** RCSLT presents audit of recommendations carried out by the Welsh Assembly Government (WAG) Speech and Language Therapy Action Group; works in partnership with WAG's joint pilot project coordinator for commissioning of speech, language and communication services. RCSLT Head of Professional Development Sharon Woolf presents her team's CPD work including the online diary, to the Wales Board; increasing the number of members in Wales making use of this service.

Retirement Network Eastern Region meeting hears Stephanie Ticehurst speak on workforce planning. Western region visits Bath's American Museum.



*"I have never found anything so capable of doing so much for so many people at so little cost as the work SLTs carry out" Lord Ramsbotham*

# november

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RCSLT responds to Foster report on new system of increased regulation for non-medical healthcare professionals.

RCSLT Membership and Communication Board holds inaugural meeting. Discusses principles of membership and subscription rates; strengthening the RCSLT mission statement to include relationship with members and links with the strategic aims of RCSLT; developing a support network for the England Councillor role; developing the RCSLT database for improved membership support and to enable prompt responses to requests from government, health and educational bodies.

**Wales.** 14 November: Wales Board Meeting. 23 November: RCSLT Councillor for Wales attends launch of Therapy Strategy for Wales: 'The contribution of therapy services to transforming the delivery of Health and Social Care, Therapies for Modernisation'.



Lord Ramsbotham with Kamini Gudhok (left) and Jane Mackenzie

20 November: Lord Ramsbotham meets RCSLT officers on eve of first AGM of the new All Party Parliamentary Group on Speech and Language Difficulties.



Marie Gascoigne delivers the RCSLT Masterclass

**Northern Ireland.** 24 November: 100 of Northern Ireland's top SLTs attend RCSLT masterclass at Knockbracken Healthcare Park to take forward the development of children's services in Northern Ireland.

Professional Development and Standards Board ratifies CPD principles; develops e-learning strategy; launches Adult Critical Care Position Paper and contributes to HPC Standards of Education and Training and Standards of Proficiency.

**Scotland.** Managers plan actions to support drive for uni-professional leadership. RCSLT, in partnership with Communication Forum Scotland, wins £74,000 from Scottish Executive to develop a civic participation network of people with communication support needs in Scotland.

Retirement Network holds regional representatives meeting.

6,381 members registered for the CPD online diary

# december

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RCSLT announces St Thomas' Hospital SLT Katrina Clarkson as winner of the 2006 Speechmark Bursary. She wins £1,000 to support a humanitarian visit to Guyana to help develop stroke services and establish links with government and medical organisations.

RCSLT Council meets in London.

Scotland Board meet in Edinburgh.



RCSLT announces winners of the Jayne Comins Bursary: Sally Millar, senior research fellow/joint coordinator CALL Centre, University of Edinburgh; Jemma Rogerson, senior specialist SLT, Chorley and South Ribble PCT; and Marion Alson, SLT (ENT) Royal National Throat Nose and Ear Hospital, and Danielle Sloane, SLT Whittington Hospital (joint project bursary). Award gives winners the opportunity to follow in Jayne's footsteps by networking throughout the globe and broadening the horizons of speech and language therapy.

# january

2007

rslt  
a year in the life

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RCSLT launches online *Managers' Resource Pack* to help speech and language therapy leaders prepare for the changing landscape of the modern NHS.

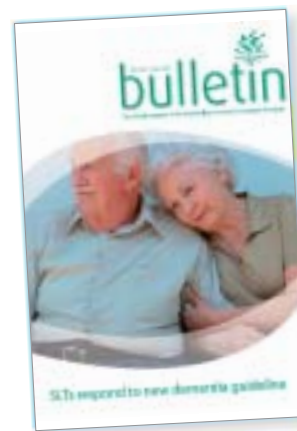
**Northern Ireland.** 30 January. RCSLT CEO Kamini Gadhok facilitates first of three workshops as RCSLT supports managers in NI in reaching regional consensus on issues affecting services for children.

**Scotland.** RCSLT develops pre-election campaign for Scottish Parliament elections and sends key issues to prospective MSPs.

All Party Parliamentary Group (AAPG) on Speech and Language Difficulties holds its first speaker event at the Palace of Westminster on 23 January. The University of Surrey's Professor Karen Bryan gives presentation to members of the group on the communication needs of young offenders.



# february



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Professional Development and Standards Board launches Critical Care and Videofluoroscopic Evaluation and Swallowing Disorders position papers; endorses Challenging Behaviour in Learning Difficulties paper and SLT Endoscopy for Voice Disordered Patients position paper. Also reviews and revises Newly-qualified Practitioner Framework.

RCSLT announces results of its stroke unit survey and sets up stroke e-group to bring together SLTs to share best practice (email: [claire.moser@rslt.org](mailto:claire.moser@rslt.org) for details).

Retirement Network holds regional representatives meeting.

16 February. RCSLT Chair Rosalind Gray-Rogers meets students and staff at UCE, Birmingham with RCSLT England Policy Officer Jane Mackenzie.



RCSLT membership 2002 - 2007						
	End March 2007	End March 2006	End March 2005	End March 2004	End March 2003	End March 2002
<b>UK practising members</b>	9,884	9,600	9,251	8,888	8,408	8,263
<b>UK non-practising members</b>	474	429	450	450	499	495
<b>Retired members</b>	345	351	353	331	306	264
<b>Overseas members</b>	555	535	464	558	487	327
<b>Student members</b>	1,704	1,568	1,324	1,098	1,034	1,122
<b>Associate members (support workers)</b>	299	318	334	377	298	389
<b>TOTAL</b>	<b>13,442</b>	<b>12,801</b>	<b>12,176</b>	<b>11,702</b>	<b>11,032</b>	<b>10,860</b>

# march

Thurs	01	10 March: RCSLT holds Student Study Day at Manchester Metropolitan University.
Fri	02	
Sat	03	14 March: All Party Group (APPG) on Speech and Language Difficulties launch takes place at the Houses of Parliament. Supported by the RCSLT and chaired by John Bercow, MP, the APPG aims to raise awareness of communication disorders; highlight the importance of early intervention for children with speech and language problems; and press for increased provision of specialist therapy and teaching.
Sun	04	
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Thurs	08	<b>Scotland.</b> RCSLT Scotland Board meets in Edinburgh. RCSLT Children and Young People Committee presents to Scottish Parliament Cross Party Group on Children and Young People.
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Thurs	22	RCSLT Council meets in London.
Fri	23	
Sat	24	RCSLT hosts <i>Meeting the professional challenge</i> at Kensington Town Hall, London on 26 March. Conference attracts 130 speech and language therapy leaders and managers from across England and Wales and tackles tough issues around commissioning of speech and language therapy services. Professor David Colin-Thomé – National Clinical Director for Primary Care, Department of Health – gives conference keynote speech and outlines fundamental underpinning of the reform agenda.
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John Bercow MP at the APPG launch

## Meeting the professional challenge



David Colin-Thomé explains the fundamentals of reform



Una O'Brien (right) with Rosalind Gray-Rogers



Heather Wicks and Professor Laurie McMahon

Kamini Gadhok joins Allied Health Profession Federation (AHPF) delegation meeting with Minister for Care Services Ivan Lewis. Minister agrees to AHPF being involved in the education of commissioners and informing the work on tariffs and *Payment by Results*. Also agrees to meet with the AHPF on issues re: the future of children's services and to set up a meeting between the AHPF and Lord Warner on workforce.

RCSLT Head of Customer Relationship Management Richard Guy addresses Retirement Network Eastern Region.

Another year in the life of the RCSLT

# RCSLT - Trustees Report 2006-2007

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

The Charity is known as the Royal College of Speech and Language Therapists (RCSLT); registered number 273724. RCSLT is also a Company Limited by Guarantee; registered number 518344. It has a trading arm, known as CSLT Trading Ltd; registered number 0268820.

Registered Office: 2 White Hart Yard  
London SE1 1NX

Membership and 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  
70 Wimpole St  
London W1G 8AX

**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 12 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 (*to Sep 2006*)  
Rosalind Gray Rogers (*from Sep 2006*)

**Deputy Chair** Rosalind Gray Rogers (*to Sep 2006*)  
Mary Turnbull (*from Sep 2006*)

**Honorary Treasurer** Gillian Stevenson (*to Sep 2006*)  
Ann Whitehorn (*from Sep 2006*)

**Councillor for Service Management** Jennie Godden (*to Sep 2006*)  
Vacant (*from Sep 2006*)

**Councillor for Professional Development and Standards** Celia Todd

**Councillor for Research and Development** Caroline Pickstone (*from Sep 2006*)

**Councillor for Membership and Communications** Deborah Rossiter (*from Sep 2006*)

**Councillor for Policy and Partnerships** Marie Gascoigne (*from Sep 2006*)

### 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** Vacant  
**Wales** Vacant (*to Dec 2006*)  
Stephen Jones (*from Dec 2006*)

**Northern Ireland** Roslyn Cunningham (*to Sep 2006*)  
Mildred Bell (*from Sep 2006*)

**Scotland:** Kay Fegan

### Board and committee chairs

**Professional Development and Standards Board (PDSB)** In December 2005, the Education and Workforce Development and Professional Development Boards merged to become the Professional Development and Standards Board. The board met four times during the year.

**Chair** Celia Todd

### Membership and Communications Board

The remit of the Membership and Communications board is to provide advice and guidance to the Officers and Councillors in relation to membership matters and communication with members in particular. The Board was established by Council as an outcome of the organisational review and met for the first time on 13 November 2006. The Board has 11 members; its



membership is broadly representative of the membership of the RCSLT including, as it does, members from most of the membership categories.

**Chair** Debby Rossiter

### Finance and Organisational Resources Board

The remit of the Finance and Organisational and Resources board includes all financial aspects of RCSLT activity, contracts and performance management, human resources, IT, health and safety and the buildings. The board met four times during the year.

**Chair** Ann Whitehorn

### Policy and Partnerships Board

Established in October 2006. The remit of the Board is to provide membership governance on policy and partnership issues. Officers also attend the Board to present reports or provide secretariat support. The Board met twice during the year.

**Chair** Marie Gascoigne

### Management Board

The aims of the Management Board are to support the RCSLT in all its objectives by identifying management implications of any changes, be they internal to the profession or externally driven by legislation and policy and to advise RCSLT on the needs of management in the light of those changes.

**Chair** Vacant

**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'.

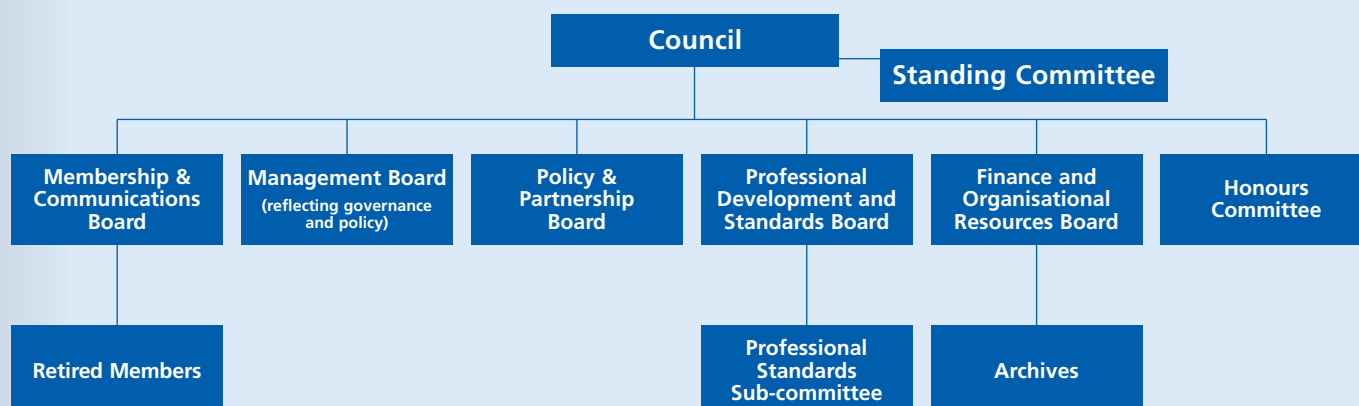
Council selects any lay members on council who have no voting rights.

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 below:



### 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 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

- To identify and influence external drivers affecting the profession.
- To establish effective and sustainable communications systems with and between RCSLT members.
- To promote and increase membership.
- To set professional standards for the SLT profession.
- To continue organisational development of RCSLT as a professional association.
- 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.
- To establish joint partnerships with a range of agencies, including those in education, social care and the charitable sector.
- To involve the SLT profession within the government's health informatics agenda.

### Financial governance

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

### Education and workforce development

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

### Leadership

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

### Professional Development and Standards

- To facilitate critical/reflective thinking and the evaluation of service quality and effectiveness.
- To enable evidence-based practice to be embedded in speech and language therapy at all levels.
- To influence the development of and ensure participation in government policy on service/care.
- To provide input into public policy affecting the clinical governance/quality agenda.
- 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 members of the SLT profession 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 2006-07**
- I Governance** During 2006/07, the Council has continued to review the organisation's ability to meet the changing needs of members in the context of external drivers and new challenges, building on the changes that were made during the organisational review in 2005.
  - II Finances** See Section 5.
  - III RCSLT HQ** Following the organisational review, the focus has been on consolidating staff and processes to support the increased tempo of operations.
  - 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** To develop and oversee RCSLT's role in the establishment and development of pre-registration programmes.
  - VII Post-registration training** To support RCSLT members in maintaining HPC registration through CPD and to support SLTs to use evidence-based practice to raise standards of service delivery/care. Establish CPD framework and programme of events and to support continuing professional development for the SLT workforce. To increase the level of engagement of the profession in research and development, securing greater access to funding and resources.
  - VIII Workforce development** To develop tools to support SLT managers with workforce-planning. To identify RCSLT's role/added value in supporting capacity building for the profession. To influence the development of and ensure participation in government policy on service/care. To establish joint partnerships with a range of agencies, including those in education, social care and the charitable sector.
  - IX 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.
  - X 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.
  - XI 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.
  - XII 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. Following the organisational review which identified the need to strengthen the policy team, a Country Policy Officer has been appointed for England.
  - XIII 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** The top governance structure has been consolidated, with more streamlined and robust procedures in place to ensure the smooth running of Council and the new Boards, particularly in the area of ensuring a smooth and logical workflow from top to bottom of the organisation. Strategic planning is much improved and from this now cascades logical departmental objectives and activity plans. The Trustees all attended a special induction session in December to bring them up to date with changes to the organisation, regulatory and administrative issues.
  - II Finances** See Section 5.
  - III RCSLT HQ** Post-organisational review, new staff have been inducted and new systems and processes put in place to support the increased tempo of operations.

IV **Communications:** The three principal vehicles for RCSLT communications with members during 2006-7 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.

V **Membership** The RCSLT membership team has again 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 2006-07, the Professional Development and Standards Board ensured that the strategic governance of the pre- and post-registration agendas for the profession were considered 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** RCSLT awarded provisional certification to two new pre-registration programmes and had representatives as panel members at three revalidation events. Input has been provided to the Health Professions Council on revisions to the Standards of Education and Training, Standards of Proficiency, Standards of Performance, Ethics and Conduct.
- **Post-registration** In the year since its launch 77% of the practising RCSLT membership has registered to use the diary. We have developed several supporting online resources as well as continuing to provide free face-to face presentations to SLTs across the country.
- **Workforce development** Results and learning from the workforce planning project have been incorporated into the online managers resource pack. The methodology from this project has yet to be piloted but may be superseded by work being undertaken by the Workforce Review Team.

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 and political party consultations including: HM Treasury's Children and Young People Review, the Labour Party's 'Let's Talk' policy consultation process, the Regulation of Non-Medical Healthcare Professionals and, the Commissioning Framework.

VIII **RCSLT policy activity in Northern Ireland** The RCSLT's engagement in the children's services and communication disability agendas are ongoing. The RCSLT is taking a key role in the Ministerial Taskforce and will be involved in making recommendations to the government regarding actions. RCSLT is developing key influencing relationships within the new NI Assembly and has already developed positive relationships with the new chair and vice chair of the NI Health Executive Committee and the incoming Commissioner for children and young people. RCSLT is also facilitating local services to develop regional models of speech and language therapy provision.

IX **RCSLT policy activity in Scotland:** The RCSLT and Scotland Managers Network members successfully lobbied the Scottish Government to fund research to identify people with communication support needs.

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. Working with AHP colleagues by producing a 'calling card' to raise the profile of speech and language therapists and our policy calls in advance of the Welsh Assembly Government elections.

XI **Working with the AHPF** The RCSLT has strengthened its political voice as part of the AHPF and has led in the development of an AHPF political influencing strategy. It has continued to support members to deal with the changes arising from *Commissioning a patient-led NHS* with the organisation of AHPF seminars on Payment by Results and responding to the consultation on a new Commissioning Framework. 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 **Managers Resource Pack** We surveyed our managers to better understand the service pressures they face in a time of strict financial management. To support them, RCSLT has provided policy information, guidance and management tools as part of a Managers Resource Pack to help address the financial, service pressures and modernisation challenges they face. We held a major conference on the new Provider models in March 2007, involving key leaders within the profession and senior Department of Health officials

XIII **Working in partnership with others** The RCSLT has continued to work in partnership with:

- AMICUS/Unite, to provide support to the profession.
- The Communications Forum
- The Aphasia Alliance, and
- I CAN

XIV **Working in partnership with others in England** RCSLT members have worked with the Department for Education and Skills on Early Years and special education needs provision.

XV **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.

**xvi Working in partnership with others in Scotland** The RCSLT has worked extensively on the development of the Communications Forum for Scotland. We facilitated the response from users via the Communications Forum to the Scottish Executives consultation Fair for All – Disability (access to NHS Scotland).

**xvii Working in partnership with others in Wales** participation in the Public Affairs Committee Cymru to raise the profile of SLTs in Wales.

#### 4 ACHIEVEMENT AND PERFORMANCE

**i Governance** The governance of RCSLT is even more robust as a result of improved processes. 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 is able to cope with the increased volume of business from the executive. A successful induction day for trustees was held in December. The AGM, which took place in Scotland, was run as a mini-conference resulting in better attendance and engagement by members.

**ii Finances** See Section 5.

**iii Performance and Contracts** It has been a year of consolidation of procedures and processes following the reorganisation. Significantly, some difficult HR issues have been handled fairly and sensitively, whilst following a robust process of recruitment to new posts. A partnership agreement with AMICUS/Unite the union has been signed, which now gives the staff (below SMT level) a corporate voice in decision-making on corporate HR and pay and reward issues. The first Joint Consultative Negotiating Committee was successfully held in March. The envisaged move to performance-related pay has not been achieved due to some problems in obtaining appropriate external HR support and alternative options are being explored at the time of writing. IT support has been rationalised with a firmer focus on the essential tasks to be undertaken by our external IT consultants, thus achieving better value for money. All contracts to which the RCSLT is committed have been reviewed, most notably those with Premier IT and Macmillan-Scott (now renamed Ten Alps). A formal review process for all contracts is now in place, thus reducing risk to the organisation. The financial support has also been reviewed, and more robust budgetary processes introduced. The full financial report is at Section 5. The building in White Hart Yard itself has been reviewed and some minor improvements made. This will be continued next year.

**iv Communications** Member feedback about the design of *Bulletin* and *Supplement* has been roundly positive. Enhancements to the RCSLT website have developed this increasingly important channel for RCSLT communication. Significant developments during the year included the introduction of the 'RCSLT jobs' section, carrying recruitment advertising that complements the advertising carried in *Bulletin* and *Supplement* and the publication of the first iteration of the RCSLT resource pack for managers.

**v Membership** The team supported an increase in the RCSLT membership during the renewal process, with a 3% year-on-year increase in UK practising members and a 8.7%

increase in student members, amounting to an overall increase in membership of 3.04%, with membership rising from 13,045 in March 2006 to 13,442 members in March 2007. 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 2007-2008.

**vi Pre-registration education** RCSLT awarded provisional certification to two new pre-registration programmes and had representatives as panel members at three revalidation events. Input has been provided to the Health Professions Council on revisions to the Standards of Education and Training, Standards of Proficiency, Standards of Performance, Ethics and Conduct. A successful student study day was held in February 2007.

**vii Post-registration and continuing professional development opportunities** Established principles under which CPD activities will operate. Extensive engagement with the RCSLT membership, through different media, to support the membership with new technology to record and reflect on CPD and to understand the HPC standards on CPD. Successful Scientific Conference held in May 2006, which generated a special edition of the IJLCD. Established an email research network of 150 members. AGM Study day on research September 2006. Consulted on UKCRC proposal as part of AHPF response.

**viii Workforce development** The publication of a number of position papers by and for members of the profession; collaboration between SLTs and other professionals to write and publish jointly documents that support SLT practice these have included papers on Critical Care, Videofluoroscopy and Integrated Childrens Services.

**ix Policy and partnerships in England** The RCSLT has increased its influencing activity with key decision makers in a number of respects.

**x Raising our visibility** Working with colleagues as members of the AHPF we have organised regular meetings with Ivan Lewis MP, Minister for Care Services at the Department of Health, raising important service issues for SLTs and other AHPs.

**xi Boosting our profile in the Westminster Parliament** RCSLT provides the secretariat for the All Party Parliamentary Group on Speech and Language Difficulties, which is chaired by John Bercow, MP and was launched in March 2007.

**xii Working very closely with senior civil servants**, particularly at the Departments of Health and Education and Skills on important policy detail and guidance for SLTs. For example with Anthony Keeley of the Department of Health on the new Commissioning Framework.

**xiii Managers' Resource Pack** We have produced a Managers' Resource Pack, which covers issues such as service cuts, national policy drivers and leadership roles for SLTs.

**xiv** We have surveyed our members, identifying their concerns and highlighted particularly for young graduates, the difficulties of gaining employment within the profession in the summer of 2006. We gained much media coverage of this situation. We have also supported particular services such as the Michael Palin Stammering Centre and the Nuffield Centre.

**XV Policy and partnerships in Scotland** The RCSLT AGM took place in Edinburgh in October 2006 enabled us to raise awareness of the profession and of the professional body and was addressed by the Scottish Executive Minister for Health, Andy Kerr, MSP. Following RCSLT involvement, the Scottish Executive Equality Unit commissioned the Communications Forum Scotland to establish a Civic Participation Network for people with communication support needs.

**XVI Policy and partnerships in Northern Ireland** The RCSLT has worked closely with agencies involved in children's services provision and hosted a seminar for key stakeholders in government and a masterclass for NI speech and language therapists. This has ensured that the profession in Northern Ireland is involved in partnerships at the highest level. The RCSLT has a key role in the Task Force and is taking a lead on 0-4yrs services. The RCSLT has also engaged proactively in the equality and disability agenda and has secured representation on the Equality Commission accessible information working group and OFMDFM disability action plan working group.

**XVII Policy and partnerships in Wales** Increased commissioning of SLT training places with the development of a 2-year accelerated postgraduate programme at Bangor University. We are the only health profession in Wales to achieve an increase within the current difficult NHS financial climate.

**XVIII** New posts have been increased at the service level. The RCSLT helped support the profession to take advantage of new local delivery plan funding to deliver the Minister for Health's waiting time targets

## 5 FINANCIAL REVIEW

The overall aim of RCSLT financial strategy is to maintain a sound financial base to support the resourcing of the organisation. Specifically, the aim is to maintain long-term financial viability in order to achieve the objectives in the corporate plan.

In 2006/07, the financial objectives were to interrogate trends in income and expenditure and identify actions to minimise the impact of negative trends and to maximize efficiency. It was also an objective to improve on financial management systems (including provision of management information) and financial reporting.

An overview of the RCSLT finances, including detailed management reports, were provided to trustees to give them better insight and understanding of the finances of the College which enable them to make relevant decisions to invest in the continuing development of the organisation, improving infrastructure and services to members.

There has been emphasis on financial prudence, cost control and maximising efficiency, thus ensuring value for money. Trustees have been careful with investment of liquid reserves and improved monitoring of contracts, particularly, providing regular assessment of the performance of the outsourced advertised sales function to TenAlps (formerly McMillan Scott), publishers of *Bulletin* and *Supplements*.

Key financial successes have been: Liquidity ratio increased to 8.9 times. Free reserves are equivalent to more than 12 months operating costs, which is in accordance with the Council's overall financial strategy. Investment returns increased from £143,957 to £155,318.

Group income fell by 2.7% in the year and expenditure fell by 13%. This led to an increase in net income for the year from

£105,898 to £345,061. However, the growth in investments led to a total of £383,195 being added to reserves this year.

C.S.L.T. (Trading) Limited, the trading subsidiary had a successful year and paid to RCSLT a gift aid of £5,850.

### 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 12 months anticipated operating costs.

The total charity reserves at 31 March 2007 were £5,727,901 of which £3,027,094 were considered to be free (i.e. not earmarked for particular purposes or represented by fixed assets). This amount represents more than a year's operating costs, these additional funds will enable the College to take forward its plans with confidence.

### Investment policy and performance

Funds not required for the foreseeable future are invested in Charity Funds which are considered to have low risk and also in Equity and Bonds Funds for Charity. The return on the original cost of the investments this year decreased to 4.1% from 4.75%. The investments, however, showed capital growth for the year with an increase in market value of 3.6% on the previous year.

### 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

- Ongoing work from 2006/07 will include:
- completing the new HR strategy and review of the pay structure
  - finalising an IT strategy for the next 3-5 years
  - continuing to develop the performance management system
  - enhancing our methodologies for projects
  - developing a business continuity plan
  - continuing to develop the income strategy
  - enhancing the health and safety policy

### ii Customer relationship management

- The objectives for the year for this directorate, will build on the strategic and operational activities in 2005-2006. 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
  - implementing the 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** We will support HEIs with change in relation to pre-registration programmes and ensure that the RCSLT is actively involved in SLT pre-registration education and training and career development, through close work with HEIs. 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** We will support RCSLT members in maintaining HPC registration. To support continuing professional development of the SLT workforce, by establishing a CPD programme of activities and opportunities for members which will use a variety of media including blended learning.

**Workforce development** The RCSLT will influence the development and implementation of government policy affecting the future of SLT workforce planning. We will continue to develop tools to support SLT managers with workforce-planning. We will influence in relation to role of the profession in ENT services and extended scope practitioner services. We will seek to develop the RCSLT's role/added value in supporting capacity building for the profession. We will develop and communicate formal RCSLT guidance and policies in consultation with the membership.

**Research and development** We will review the RCSLT's R&D Strategy in consultation with the membership and identify priorities for the next two years. Feedback indicates that infrastructure to support research as a key theme in the strategic plan is a major concern. Additional priorities are likely to include a review of the current evidence base and work to explore broader impact of SLT interventions including economic outcomes. We will extend our influence on research policy in a range of ways including work in partnership with the AHPF. We will seek to increase the level of engagement of the profession in research and development, securing greater access to funding and resources. Overall we will aim to increase the impact of research for patients by facilitating access to the evidence base, encouraging new research and supporting SLTs to use evidence-based practice to raise standards of service delivery/care.

### IV Policy and partnerships

The Policy and Partnerships team in the year ahead will build on the strategic and operational activity for 2006-2007. 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.
- working within the Ministerial Taskforce alongside 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 STATEMENT OF RESPONSIBILITIES OF THE COUNCIL OF MANAGEMENT

Councillors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

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 financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charitable company as at the balance sheet date, and of the 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.

### 8 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.

### 9 AUDITORS

Kingston Smith LLP have indicated their willingness to continue in office and in accordance with the provisions of the Companies Acts it is proposed that they be reappointed auditors for the ensuing year.

On behalf of the Trustees  
Rosalind Gray Rogers  
Chair

## 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 2007 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 and consider the implications for our report if we become aware of any apparent misstatements within it.

## 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.

## 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 information given in the Trustees' Annual Report is consistent with the financial statements.

Devonshire House  
60 Goswell Road  
London EC1M 7AD

**Kingston Smith LLP**  
Chartered Accountants and Registered Auditors



**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
(incorporating an Income and Expenditure Account)  
**FOR THE YEAR ENDED 31 MARCH 2007**

	Unrestricted Funds £	Restricted Funds £	Total 2007 £	Total 2006 £
<b>Incoming Resources from generated funds</b>				
Donations and legacies received	–	3,246	3,246	–
Commercial trading	457,912	–	457,912	768,630
Investment income	155,318	–	155,318	143,957
<b>Incoming Resources from charitable activities</b>				
Grants	–	–	–	14,194
Membership	1,626,182	–	1,626,182	1,419,672
Conference	71,992	–	71,992	23,800
Other income	81,886	–	81,886	92,930
<b>Total Incoming Resources</b>	<b>2,393,290</b>	<b>3,246</b>	<b>2,396,536</b>	<b>2,463,183</b>
<b>Resources Expended</b>				
Cost of generating funds:				
Commercial trading	455,615	–	455,615	603,741
Other costs of generating funds	–	–	–	39,808
Investment management costs	3,381	–	3,381	4,753
Charitable activities				
Supporting members	1,059,752	11,046	1,070,798	1,164,444
Membership and information	430,954	–	430,954	390,987
Governance	90,727	–	90,727	153,552
<b>Total Resources Expended</b>	<b>2,040,429</b>	<b>11,046</b>	<b>2,051,475</b>	<b>2,357,285</b>
Net income for the year before transfers	352,861	(7,800)	345,061	105,898
Transfers	(18,900)	18,900	–	–
Net income for the year after transfers	333,961	11,100	345,061	105,898
<b>Other recognised gains and losses</b>				
Gain on revaluation of property held for own use	–	–	–	884,339
Unrealised gain on investments	38,134	–	38,134	145,147
<b>Net movement in funds</b>	<b>372,095</b>	<b>11,100</b>	<b>383,195</b>	<b>1,135,384</b>
Fund balances brought forward	5,283,205	61,501	5,344,706	4,209,322
Fund balances carried forward	5,655,300	72,601	5,727,901	5,344,706

The net income of the parent charity for the year was £345,061 (2006: £100,898).

All gains and losses arising in the year are included in the Statement of Financial Activities and arise from continuing activities.

## BALANCE SHEETS as at 31 MARCH 2007

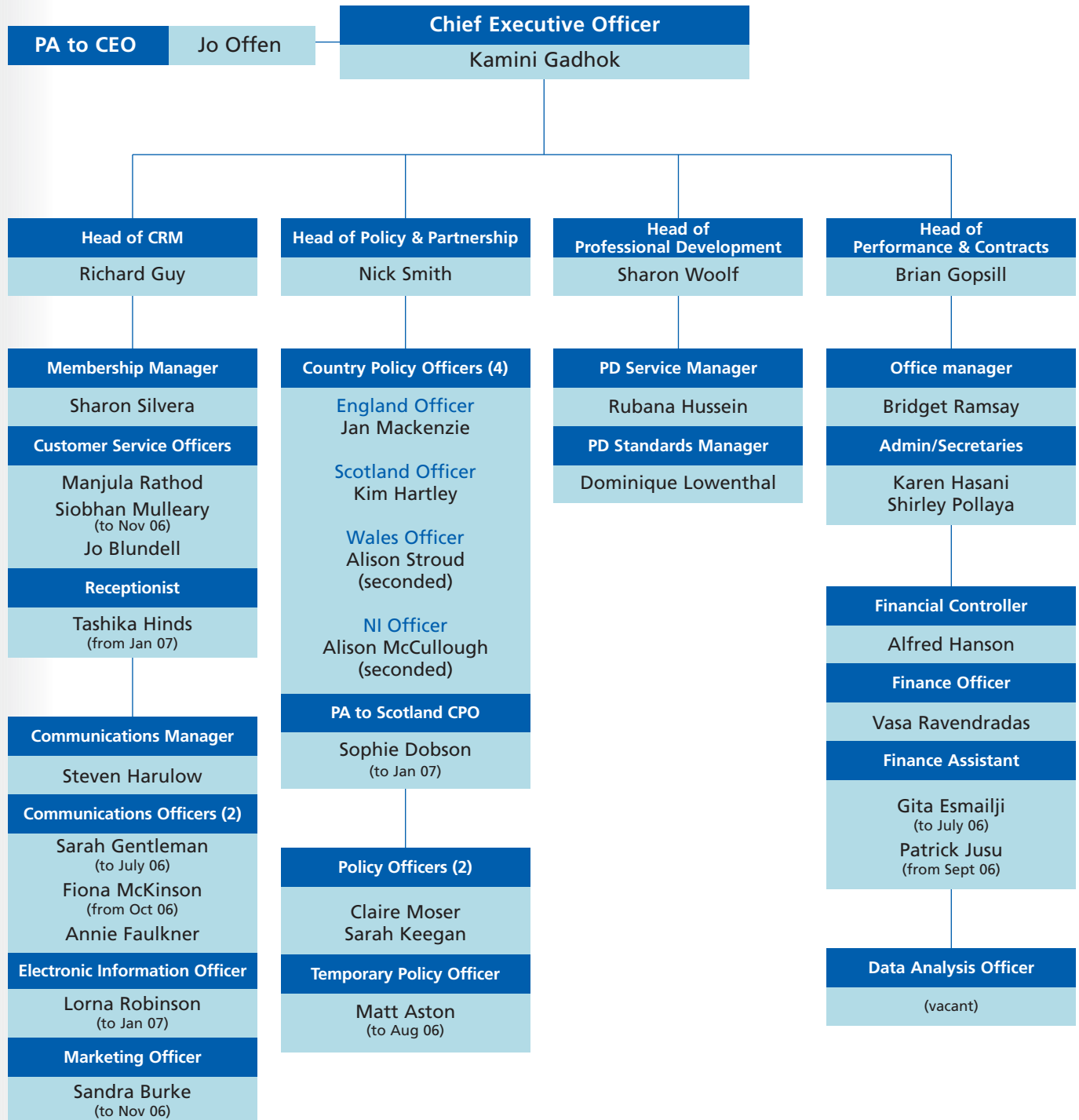
	— Group —		— Charity —	
	2007 £	2006 £	2007 £	2006 £
<b>Fixed Assets</b>				
Tangible fixed assets	2,017,282	2,051,087	2,017,282	2,051,087
Investments	1,086,109	1,047,975	1,086,111	1,047,977
	<u>3,103,391</u>	<u>3,099,062</u>	<u>3,103,393</u>	<u>3,099,064</u>
<b>Current Assets</b>				
Stock of goods for sale	6,688	10,906	6,688	10,906
Debtors	317,022	336,215	402,957	254,010
Short term deposits	2,400,000	2,400,000	2,400,000	2,400,000
Cash at bank and in hand	232,591	43,884	30,748	16,514
	<u>2,956,301</u>	<u>2,791,005</u>	<u>2,840,393</u>	<u>2,681,430</u>
<b>Creditors:</b>				
Amounts falling due within one year	(331,791)	(545,361)	(220,885)	(440,788)
<b>Net Current Assets</b>	<u>2,624,510</u>	<u>2,245,644</u>	<u>2,619,508</u>	<u>2,240,642</u>
<b>Net Assets</b>	<u>5,727,901</u>	<u>5,344,706</u>	<u>5,722,901</u>	<u>5,339,706</u>
<b>Reserves</b>				
<b>Restricted Funds</b>	72,601	61,501	72,601	61,501
<b>Unrestricted Funds</b>				
Designated Funds	605,924	623,810	605,924	623,810
Other unrestricted funds				
General Funds	4,147,228	3,784,698	4,147,228	3,784,698
Revaluation Reserve	897,148	869,697	897,148	869,697
Non-charitable trading funds	5,000	5,000	—	—
<b>Total Reserves</b>	<u>5,727,901</u>	<u>5,344,706</u>	<u>5,722,901</u>	<u>5,339,706</u>

The financial statements were approved by Council and signed on its behalf on .....

by: ..... Chairman – Rosalind Gray Rogers, Cert MRCSLT

..... Treasurer – Ann Whitehorn, Cert MRCSLT

# RCSLT HQ structure





## Royal College of Speech & Language Therapists

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Company number: 5183445 • VAT number 821 1602 77

Registered Charity: 273724

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visit: [www.rcslt.org](http://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.

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■ Insurance cover ■ Professional advice

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