

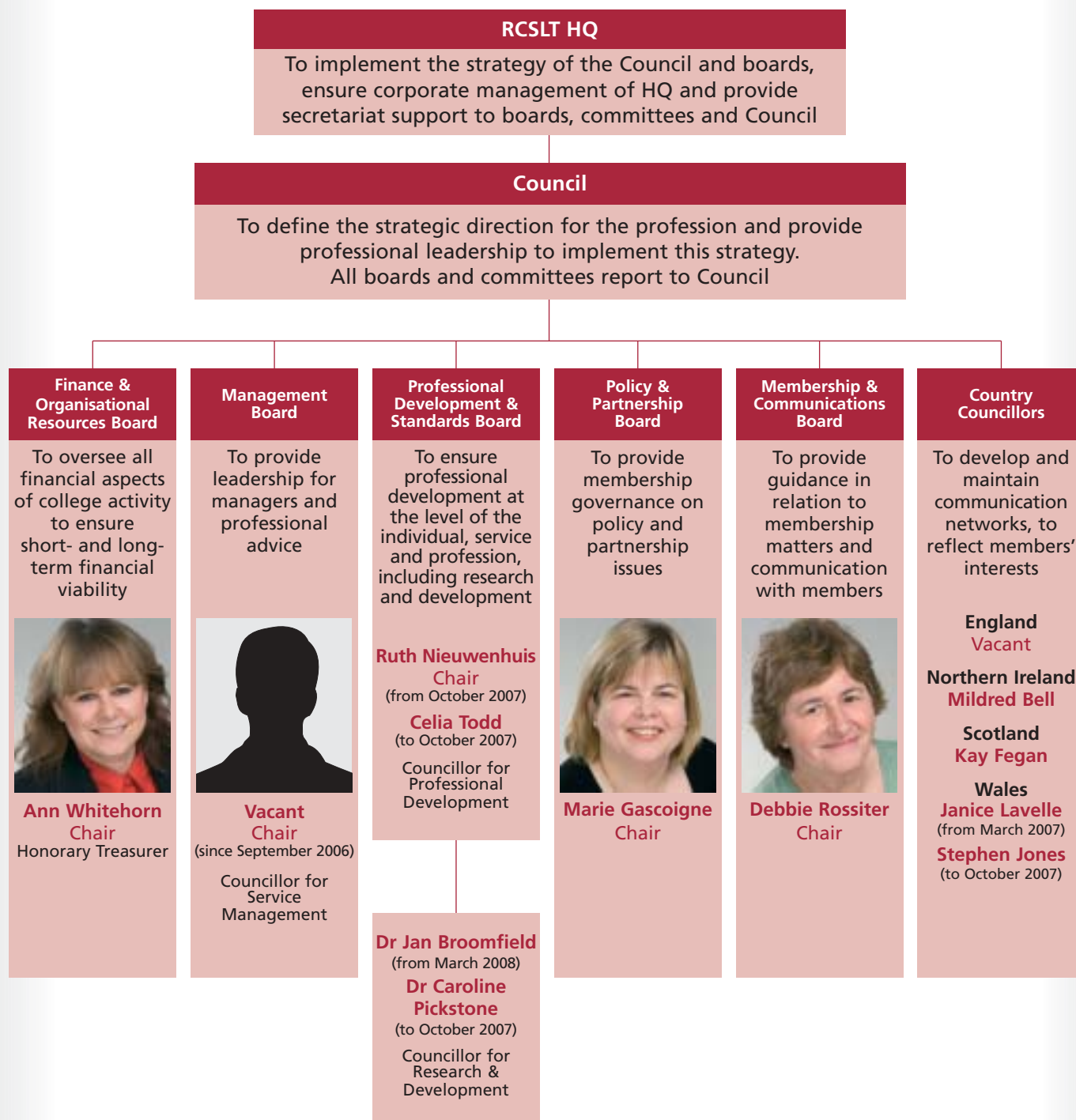


ROYAL COLLEGE OF
SPEECH & LANGUAGE
THERAPISTS



Royal College of Speech & Language Therapists
Annual Report 2007 - 2008

RCSLT governance and management structures



NOTES

Contents



- 2** RCSLT governance and management structures
- 4** Message from the RCSLT Chair
- 5** Message from the RCSLT CEO
- 6** A year in the life of the RCSLT
- 16** RCSLT – Trustees Report 2007-2008
 - 16** Reference and administrative details of the charity, its trustees and advisers
 - 17** Structure, governance and management
 - 18** Objectives, activities, performance and future plans
 - 23** Financial review
 - 23** Statement of responsibilities of the council of management
 - 23** Audit information
 - 24** Statement of accounts
- 27** The RCSLT HQ structure

NOTES

Message from the RSLT Chair



Another year has flown by. This year we have continued to establish and maintain effective communication systems with and between RSLT members.

To this end, we have increased the membership of the Membership and Communications Board to include the views of students and support workers.

We are significantly enhancing the website, introducing more member-to-member communication opportunities. This will support specific interest groups and help with the implementation of position papers and clinical guidelines.

Thank you for being so responsive to matters where we seek your professional advice and guidance.

The RSLT has also been engaged politically through officers, advisers, board members, country councillors and other member networks in each of the UK countries.

Across all countries, we have promoted RSLT policies with governments, influencing the resulting recommendations and implementation.

The reputation of the RSLT with governments and other health professional bodies is greatly enhanced through the quality of our policy analysis and influencing work.

To further support members in their need for continuing professional development (CPD), we have focused most events on providing CPD opportunities.

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.

As part of our commitment to raise awareness of the needs of people who have communication needs, we are completing a successful campaign with The Stroke Association, highlighting the importance of speech and language therapy needs, through the views of people with stroke and their families.

It is critical that we maintain our financial viability in the short, medium and long term. To this end Council has approved a new financial strategy. Thank you to Ann Whitehorn, the outgoing honorary treasurer, who has led our work in this area with great skill, commitment and excellent leadership.

On behalf of Council, I wish to extend our appreciation to Mildred Bell, the outgoing councillor for Ireland, who has contributed significantly to the present good reputation of our organisation.

Our patron, Her Royal Highness the Countess of Wessex, and our president, Sir George Cox, have been wise sources of advice and support to the CEO and chair. Sir Sigmund Sternberg, senior life vice president, has, as always, been actively supportive of our work.

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

Rosalind Rogers

NOTES

Message from the RCSLT Chief Executive



Over the past year, the RCSLT has continued to place the improvement of services for people with speech, language, communication and eating and swallowing needs at the heart of all its activities.

By working with and through our members, trustees and partners – including The Stroke Association, Afasic, I CAN, the British Stammering Association, the Communications Forum, the Communications Trust and the Allied Health Professions Federation – we have seen an increase in the recognition of the importance of communication and the impact it has on the everyday lives of individuals with speech, language and communication needs and society as a whole.

Our national campaigning work aimed at improving services to people with speech, language and communication needs also serves to highlight the expertise of SLTs and their role as part of the wider health, social services and education workforce.

This annual report highlights key areas of success for the RCSLT in England, Northern Ireland, Scotland and Wales.

On a personal note, I have been privileged to work with John Bercow, MP, the advisory group, Department for Children Schools and Families and Department of Health officials, and RCSLT members in the Bercow Review of Services for Children with Speech, Language and Communication Needs in England.

The annual report also provides an overview of the activities and services the RCSLT has provided to our members to help support personal and professional development, including the RCSLT's conferences, study days, publications and position papers.

Again the ultimate aim of this activity is to support the development of quality services for people with speech, language, communication and eating and swallowing difficulties.

All of this work has to be underpinned by a strong organisational infrastructure and we have continued to refine and develop our governance procedures, human resources, and financial and contracting procedures.

We have also begun to develop a new database to help us to improve our communication with and between the members of RCSLT.

Thank you to everyone for their ongoing support and hard work, which as ever is crucial to the success of the RCSLT.

A handwritten signature in black ink that reads "Kamini Gadhok". The signature is written in a cursive style.

Kamini Gadhok

april

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April's *Bulletin* looks at why the few men in speech and language therapy become SLTs – and what they think will attract more men into the profession.

Bulletin begins promotion of HPC re-registration process for SLTs, between July and September 2007.

10 April – Ahead of the Scottish elections in May, the RCSLT puts out a press release calling on all political parties to guarantee better speech and language therapy services in Scotland. The announcement also welcomes the Scottish Labour Party's pledge to guarantee maximum nine-week waiting times for allied health professions services by 2011.

13 April – Professor Karen Bryan joins the Health Professions Council (HPC) as the registrant speech and language therapy member, filling the vacancy created by Dr Anna van der Gaag's appointment to President in July 2006. Karen is Professor of Clinical Practice at the European Institute of Health and Medical Sciences at Surrey University and also director of the university's multidisciplinary Healthcare Workforce Research Centre.

RCSLT launches videofluoroscopy and critical care position papers online.



may

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This month's *Bulletin* reports on the RCSLT's *Meeting the Commissioning Challenge* conference held at Kensington Town Hall on 26 March.



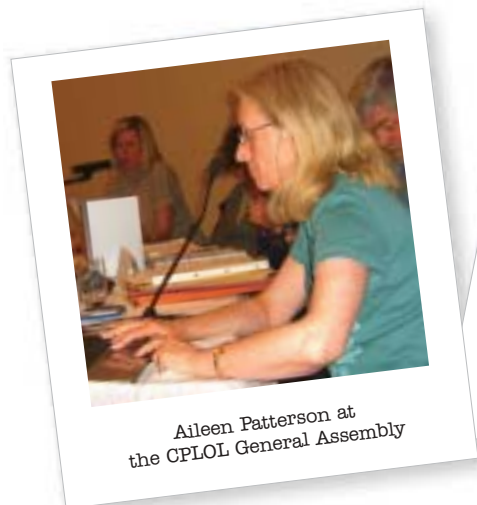
Delegates at the 26 March conference



Rebecca Chaloner (left) and Mary Smith present a lively session

Scotland Following the Scottish Parliament election on 3 May, RCSLT Scotland Policy Officer Kim Hartley sets about meeting key politicians such as the health committee convenor Christine Grahame, MSP, and Labour party education spokesperson Rhona Brankin, MSP.

12-13 May – The Standing Liaison Committee of EU Speech and Language Therapists and Logopedists (Comité Permanent de Liaison des Orthophonistes-Logopèdes de l'Union Européenne or CPLOL) holds its biennial general meeting in Latvia's capital, Riga. The RCSLT is represented by members Aileen Patterson, Academic Coordinator of Speech and Language Therapy at Jordanstown, and Dr Joe Reynolds, Coordinator of Speech and Language Therapy at Leeds PCT. A major topic of debate is a revised statement of the minimum standards for initial education. CPLOL also discusses professional practice, and accepts a proposal to continue to celebrate the *European day of speech and language therapy* each year on 6 March.



Aileen Patterson at the CPLOL General Assembly



The Latvian Logopedic Association hosts the CPLOL event

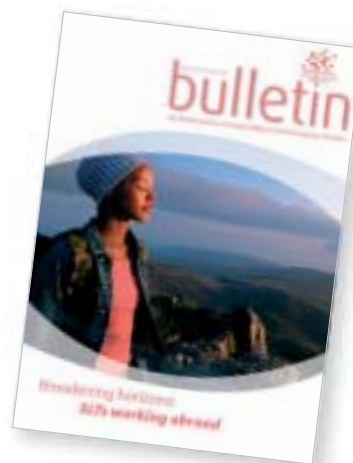
june

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1 June – **Northern Ireland.** Janet Webber becomes PA to Alison McCullough, RCSLT Northern Ireland Policy Officer.

5 June – **Northern Ireland.** NI Assembly holds debate on speech and language therapy provision.

6 June – RCSLT holds study day in Birmingham for speech and language therapy support workers. Billed as an opportunity for self-development, empowerment and discussion, topics covered include 'recognising the value of your role' and 'examining the boundaries of practice.'



11 June – The RCSLT Retirement Network celebrates its 10th anniversary with a reception at College. Network convenor Joyce Cook and RCSLT Chair Rosalind Rogers give speeches and guests toast the future of the organisation.



Mary and Kim

19 June – **Scotland.** Mary McFarlane becomes PA to RCSLT Scotland Policy Officer Kim Hartley.

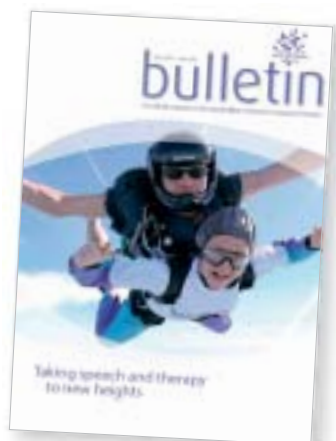


Severe flooding affected the Managers' Conference

25-26 June – 130 delegates brave severe flooding to attend the RCSLT Managers' Conference in York. Organisational development gurus Dr Pat Oakley and Professor Laurie McMahon open the event with their visions of the future for public sector health, education and social care in general, and speech and language therapy in particular. Conference forced to close early as the flood waters rise.

july

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11 July – RCSLT issues press release raising concern that government plans to modernise stroke services, made public on 9 July, do not highlight the eating, drinking and swallowing problems common after stroke. “Over one-fifth of stroke survivors experience swallowing problems”, says Chief Executive Kamini Godhok. “If not detected and treated they can lead to malnourishment and dehydration, resulting in increased hospital stay and poor individual outcomes. They can also lead to chest infections, pneumonia and death.”

18 July – RCSLT Council meets.

Scotland. RCSLT presents evidence to Scottish Government mental health director; speech and language therapy subsequently included in mental health service benchmark publication.



Kay Fegan (left) and Rosalind Rogers present a gift to long serving SLT Hilary Hood

august

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9 August – RCSLT Ireland Policy Officer Alison McCullough is announced as new chair of the Northern Ireland Regional Speech and Language Therapy Taskforce. The initiative was set up in response to recommendations made by the Northern Ireland Commissioner for Children and Young People in a review of speech and language therapy provision in Northern Ireland.



NI Task Force Chair
Alison McCullough

Annual RCSLT survey of speech and language therapy managers led by England Policy Officer Jane McKenzie and Policy Officer Claire Moser reveals a lack of confidence in commissioners. Eighty two per cent of UK managers believe local commissioners do not understand the role of SLTs and 89% think local commissioners do not have the skills needed to commission services to meet the needs of their service users.

30 August – **Scotland.** RCSLT Scotland Annual Meeting takes place in Perth. RCSLT Chair Rosalind Rogers and CEO Kamini Godhok give strategic overviews of the College’s work. Scotland Country Councillor Kay Fegan talks about the work of the Scotland Board and Scotland Policy Officer Kim Hartley discusses how the RCSLT supports members in Scotland. There is also a continuing professional development (CPD) session and presentations to two outstanding Scottish SLTs – Hilary Hood, who has devoted 40 years of her life to the profession, and newly-qualified SLT Rebecca Rodger.

september

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3 September – Prime Minister Gordon Brown announces that Conservative MP John Bercow will lead a major review into services for children and young people with speech, language and communication needs (SLCN).

RCSLT officers Jane McKenzie and Claire Moser launch survey of England stroke survivors with communication problems.

14 September – RCSLT Financial and Organisational Resources Board approves procedures for the Scotland and Northern Ireland offices to have more control over their budgets.

14 September – Special Educational Needs (SEN) *working in harmony* study day held at the RCSLT in London. Event discusses how the profession deals with writing statements for SEN tribunals.

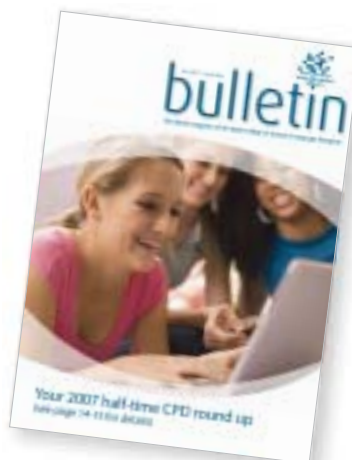
From 24 September – RCSLT Head of Policy and Partnerships Nick Smith and England Policy Officer Jane Mackenzie attend the annual party conferences. Jane meets with the Secretary of State for Children, Schools and Families, Ed Balls, who says he will look into communication disability being recognised as a disability in its own right. Jane also discusses commissioning for older people and people with long term disabilities, and stroke care, with Health Secretary Alan Johnson. Nick Smith makes useful allies, such as Parliamentary Under Secretary for Health Services Anne Keen, and Emily Thornberry, MP for Islington South and Finsbury, who subsequently persuades Ed Balls to visit the Michael Palin Centre for Stammering Children.



october

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1 October – Dominique Lowenthal, RCSLT Professional Development Services Manager, writes in the *Bulletin* that the CPD diary trial has been a great success; reminds members that the year from April 2007 will be the first year in which the Health Professions Council will audit SLTs against its new CPD standards; and advises on other CPD issues and online resources.



10 October – London's Savoy Hotel is the venue for the 2007 RCSLT Honours ceremony, where awards are given in acknowledgement of outstanding service.

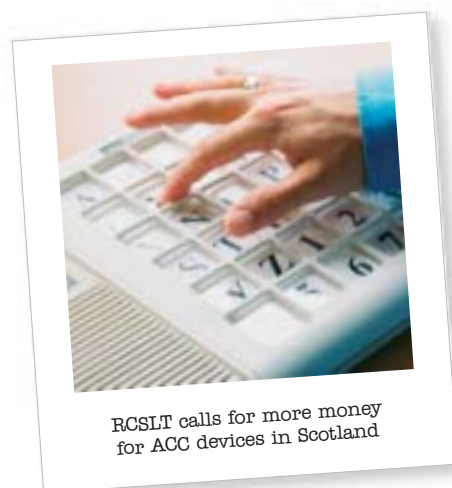
11 October – The 2007 RCSLT AGM and study day takes place at the Imperial War Museum, London. Professor Sue Roulstone of the University of the West of England and Dr Caroline Pickstone, RCSLT Councillor for Research and Development, deliver the keynote address. RCSLT Chair Rosalind Rogers gives an entertaining round up of the year's activities, before members vote to accept the 2006/2007 RCSLT annual report and accounts.

18 October – **Northern Ireland.** Annual meeting takes place in Oxford Island, County Armagh.

26-28 October – RCSLT Scotland Policy Officer Kim Hartley attends the Scottish National Party conference in Aviemore to raise awareness of the RCSLT's work. Four Scottish cabinet ministers agree to meet with the RCSLT to hear more about speech and language therapy and service user's issues.

10 October – RCSLT Council meets. Approves a new financial strategy for the College.

10 October – **Scotland.** RCSLT-led campaign for investment in alternative and augmentative communication begins in Scotland.



november

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22 November – RCSLT holds policy seminar in London for the Children’s Centres Specific Interest Group (SIG) in anticipation of the Bercow Review. Event attracts 87 delegates and guests, and as a result of the day membership of the SIG more than doubles. Kevin Woods of the Department for Children, Schools and Families outlines the government’s commitment to children’s centres; and John Bercow, MP, talks about the activities of his review.

22 November – RCSLT appoints Rathbones plc as its new investment managers.

28 November – **Northern Ireland.** Stroke campaign for Northern Ireland launched at the Merchant Hotel, Belfast.

SLT Louise Talbot wins the £1,000 Speechmark Bursary 2007 for a project in India. This involved establishing links between adult learning disability services in the country and equivalent services in Leicestershire Partnership NHS Trust.

december

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The Bercow Review launches its online consultation. RCSLT urges parents and members to contribute.

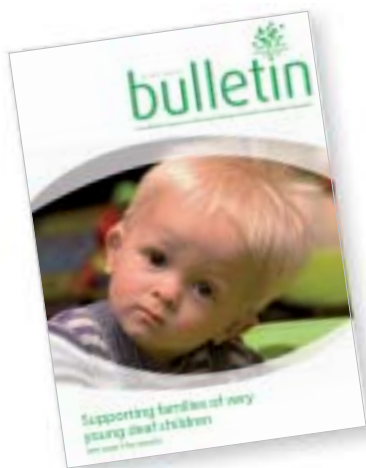
10 December – RCSLT Council meets.

13 December – RCSLT welcomes Government’s emphasis on early intervention in the 10-year Children’s Plan announced on 10 December.

18 December – **Scotland.** RCSLT office moves to new premises in Edinburgh. Scottish Government Workforce Development Officer with special interest in speech and language therapy, Judith Catherwood, meets with Kim Hartley, RCSLT Scotland Country Councillor Kay Fegan and management board representative, Tricia Mitchell.

january

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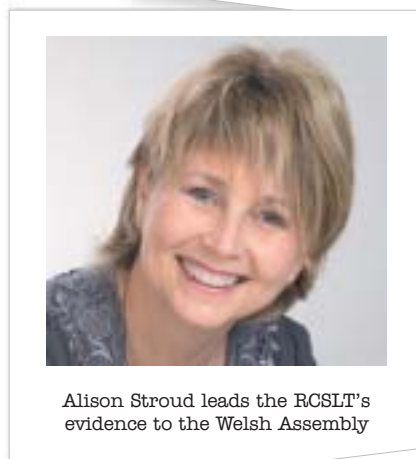


15 January – Bridget Ramsay, the RCSLT's tireless secretariat manager, celebrates 15 years' service. She receives a commemorative certificate at the College from Chair Rosalind Rogers and CEO Kamini Gadhok.



Bridget Ramsay (centre) receives her anniversary certificate

16 January – **Wales.** RCSLT's Wales Policy Officer Alison Stroud leads the RCSLT's evidence to the Welsh Assembly, emphasising the need for a focus on communication in additional learning needs legislation.



Alison Stroud leads the RCSLT's evidence to the Welsh Assembly

28 January – RCSLT submits organisational response to the Bercow Review. It recommends stronger links between health, social care and education through joint working in terms of commissioning, performance management and workforce planning and training. Also recommends building the knowledge base of commissioners; recognising the long-term nature and impact of SLCN; promoting key strategic roles to produce excellence in services; an examination of workforce issues; and recognition of the need for early intervention in cases of SLCN.



Kamini Gadhok and John Bercow work on the review

Scotland. RCSLT-led stroke campaign begins, in partnership with Stroke Association Scotland and Chest Heart and Stroke Scotland.

february

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1 February – Grace McCann joins the RCSLT Membership and Communications team as deputy editor.



27 February – **Scotland.** RCSLT leadership event for managers takes place in Edinburgh. Professor Pam Enderby of Sheffield University is the keynote speaker and the focus is on uni-professional leadership issues.

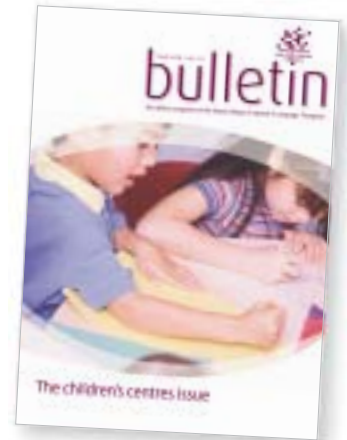


Northern Ireland. RCSLT Disability Discrimination Act guidance accepted.

RCSLT membership 2002 - 2008

	End March 2008	End March 2007	End March 2006	End March 2005	End March 2004	End March 2003	End March 2002
UK practising members	9,983	9,884	9,600	9,251	8,888	8,408	8,263
UK non-practising members	549	474	429	450	450	499	495
Retired members	234	345	351	353	331	306	264
Overseas members	558	555	535	464	558	487	327
Student members	1,667	1,704	1,568	1,324	1,098	1,034	1,122
Associate members (support workers)	223	299	318	334	377	298	389

march



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5 March – RCSLT launches results of its survey of 500 stroke survivors with post-stroke communication problems at high profile event at the House of Commons. RCSLT calls on Government to recognise that the ability to communicate is a basic human right, and that stroke survivors deserve adequate, appropriate and equitable provision of communication support. On behalf of the RCSLT, Rosalind Rogers, Chair of Council, recommends that where this provision can be met by SLTs, Government should implement College's workforce resource planning guidelines on the level of service necessary to meet this need, ie one SLT for every 10 acute stroke ward inpatients, prompt referral to speech and language therapy for every stroke survivor, and at least one SLT in every community service team.



Health Secretary Alan Johnson addresses the RCSLT stroke survey launch



SLTs Katrina Clarkson and Mary McFarlane at the launch

19 March – RCSLT Council meets. Approves a new pay structure for staff, and decides to increase membership of the policy and partnerships board by one.

20 March – RCSLT welcomes the publication of the Bercow Review interim report. This identifies five key themes: communication is crucial; early identification and intervention are essential; a continuum of services designed around the family is needed; joint working is critical; and that there is a currently a 'postcode lottery'.

25 March – The RCSLT's annual student study day takes place at City University, London. Deputy Chair Mary Turnbull introduces the students to the work of the RCSLT, and there are sessions on bilingualism, the Mental Capacity Act, treating dysphagia, the transition from student to therapist, and job hunting.



Students Shazma Roshan, Hui Xuan Chia and Kathryn Small at the study day



Students Debbie Moss, Lisa Jackson and Holly Dunham

RCSLT - Trustees Report 2007-2008

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:

(to 22 November 2007)
JP Morgan Fleming Asset Management
25 Cophthall Avenue
London EC2R 7DR

(from 22 November 2007) Rathbone
Brothers plc
159 New Bond St
London W1S 2UD

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. CEO and senior managers attend council to provide input as necessary. They withdraw if requested to do so by council. Secretariat support is provided from RCSLT administrative staff. Council 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.

Chair: Rosalind Gray Rogers

Deputy Chair: Mary Turnbull

Honorary Treasurer: Ann Whitehorn

Councillor for Service Management:
Vacant

Councillor for Professional Development and Standards:
Celia Todd (to 11 October 2007)
Ruth Nieuwenhuis (from 11 October 2007)

Councillor for Research and Development:
Caroline Pickstone (to 11 October 2007)
Jan Broomfield (from 11 February 2008)

Councillor for Membership and Communications: Deborah Rossiter

Councillor for Policy and Partnerships:
Marie Gascoigne

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: Stephen Jones
(to 11 October 2007)
Janice Lavelle (from 11 February 2008)
Northern Ireland: Mildred Bell
Scotland: Kay Fegan

Board and committee chairs

Professional Development and Standards Board (PDSB)

The remit of the PDSB is the strategic management and policy development of RCSLT's continuing professional development function and activities relating to pre- and post-registration education and training and the needs of the speech and language therapy workforce. The Board has 12 members including representatives from most of the membership categories. The PDSB met four times during the year.

Chair: Celia Todd/Ruth Nieuwenhuis

Management and Communications Board (MCB)

The remit of the MCB is to provide advice and guidance to the Council and officers in relation to membership matters and communication with members in particular. 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 (FORB)

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

Chair: Ann Whitehorn

Policy and Partnerships Board (P&P Board)

The remit of the P&P 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 (MB)

The aims of the MB 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 (chaired by CEO)

Company Secretary

Kamini Gadhok (to 11 October 2007)
Brian Gopsill (from 11 October 2007)

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 and Company Secretary

Brian Gopsill

Head of Membership and Communications

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 11 October 2007, govern the College.

Appointment of members of Council

Nominations for trustees (councillors) are sought by advertisement. Members of

Council, other than the chair/deputy chair and the honorary treasurer/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.

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 may or may not have voting rights, in accordance with the *Articles*.

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/Unite.

The RCSLT has also developed working relationships with civil servants, in order

RCSLT GOVERNANCE STRUCTURE



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.

3 OBJECTIVES, ACTIVITIES, PERFORMANCE AND FUTURE PLANS

Charitable objectives and intended impact

The RCSLT was established 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.

The RCSLT's strategic aims

The following strategic aims are published in the RCSLT pamphlet 'Strategic Plan 2003-2009'.

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 speech and language therapy 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 speech and language therapy 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:
 - Speech and language therapy workforce planning
 - SLT pre-registration education and training
- To support continuing professional development for the speech and language therapy workforce
- To influence the development and implementation of Health Professions Council policy affecting the future regulation of the speech and language therapy 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

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. The most significant risks to which the College are exposed and the actions being taken to mitigate them, are listed here:

NATURE OF RISK	MITIGATING ACTION
GOVERNANCE	
Not responding to ongoing relevant Government consultations on policy or practice issues	This is high risk given the establishment of the Bercow Review by Government, and so we have engaged with John Bercow, MP, and his team to a very high degree to support children with speech, language and communication needs
HEIs may decide that they do not want their programmes to be certified by RCSLT	To minimise this risk we are undertaking work to strengthen relationships, including having a Committee of Representatives of Education in Speech Therapy (CREST) representative on PDSB and RCSLT staff attending CREST meetings. We plan to hold an annual meeting with HEI representatives and RCSLT staff and trustees/board members to ensure that the relationship is strengthened and that the HEIs see the value of the professional body
The CPD programme does not get the projected take up from members	CPD strategy day planned. This has been discussed at PDSB and we will investigate having strategic partnerships with HEIs and other CPD providers so that RCSLT could commission courses in line with members' needs
Interruption to key member deliverables	We hold regular meetings with key suppliers and take prompt and firm action if it looks as if there may be problems
Knowledge management – risk of loss of corporate knowledge if a key staff member leaves	We are investigating ways of ensuring that key information is better identified and safeguarded
Loss of major income stream	FORB is seeking ways to safeguard RCSLT's main income streams and identify new ones
Loss of earning power of investments	While it is recognised that investments are not the prime aim of the RCSLT, it is important to have a sound investment strategy to protect their capital value and to safeguard income streams. Council has engaged Rathbones plc to advise on and manage the investments
Loss of IT connectivity and data	RCSLT relies heavily on IT links to carry out its day-to-day business. We are investigating ways to make these links more robust and to ensure our data is safe and accessible in alternative ways should access to White Hart Yard offices be denied

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 dev-

elopment, securing greater access to funding and resources

It is recognised that an organisation's strategic aims change over time and RCSLT

continued on page 22 ▶

TABLE 2 OBJECTIVES, ACTIVITIES & PERFORMANCE

OBJECTIVES	ACTIVITIES & PERFORMANCE
GOVERNANCE	
To hold regular "horizon scanning" sessions to help inform future strategic plans	<ul style="list-style-type: none"> • SMT and Council held two full-day sessions in Autumn 2007, using an external facilitator. These enabled SMT to build the new Strategic Plan for 2008, signed off by Council in December 2007
To develop and maintain robust and suitable governance, in support of the organisation	<ul style="list-style-type: none"> • We continued to develop internal quality assurance processes as they affect all the RCSLT's activities • The Risk Register and critical incident process were reviewed at FORB
PROFESSIONAL DEVELOPMENT	
To develop and support formal partnerships with relevant organisations	<ul style="list-style-type: none"> • Robust systems were put in place for selection and renewal of CPLOL representatives • Ongoing work with the Allied Health Professions Research Federation (AHPF) and education leads took place • There was engagement with Skills for Health initiatives
To develop tools to support speech and language therapy managers with service planning	<ul style="list-style-type: none"> • Managers' resource pack was launched, web statistics show this is regularly accessed • Annual policy conference for England managers was held – feedback was excellent • UK Managers Conference held. Excellent feedback
To influence in relation to role of the profession in extended scope practitioner services	<ul style="list-style-type: none"> • Evolving roles policy document developed • Published position papers promoted
To support universities with change in relation to pre-registration programmes	<ul style="list-style-type: none"> • Worked with universities to respond to new quality assurance initiatives • Began to develop curriculum guidance to support universities
To support members with continuing professional development	<ul style="list-style-type: none"> • Online resources developed • Continued support for members using online CPD diary • A range of conferences organised to support different sections of the membership with their CPD • There was an ongoing programme of awarding grants to support members to attend CPD events • NQT unemployment was monitored • Income for CPD was generated through marketing
To review the RCSLT's R&D Strategy	<ul style="list-style-type: none"> • Work began to draft a revised research strategy for consultation together with implementation plan to support members with evidence based practice
To be recognised internationally as a key organisation for SLTs and seen as an organisation with influence	<ul style="list-style-type: none"> • Continued work with external organisations in the interests of RCSLT members
POLICY & PARTNERSHIP	
To develop strong partnerships with like-minded organisations to strengthen improvements in services for people with communication difficulties	<ul style="list-style-type: none"> • Worked with the AHPF across UK on our joint political influencing priorities. Coordinated the first AHPF influencing strategy • Established much stronger working relationships with stroke patient groups across the UK. This enabled us to work together very closely on our stroke campaign through the year for the benefit of stroke survivors • Continued to work closely with partner groups who represent users such as Afasic, I CAN, the Communications Forum, the Communications Trust and Aphasia Alliance • We were involved in supporting the implementation of the patient and public involvement (PPI) agenda (2007 AGM)

continued overleaf ▶

TABLE 2 contd. OBJECTIVES, ACTIVITIES & PERFORMANCE

OBJECTIVES	ACTIVITIES & PERFORMANCE
POLICY & PARTNERSHIP continued...	
To develop and communicate formal RCSLT guidance and policies	<ul style="list-style-type: none"> • Established a new daily and weekly monitoring for RCSLT, for intelligence gathering and horizon scanning to help our work • Policy officer engaged our members in important consultations including: <ul style="list-style-type: none"> • Regulation of non-medical healthcare professionals • National Institute for Health and Clinical Excellence guidelines on mental health and older people • HM Treasury's children and young people review – disabled children strand • Evidence to the Home Office's shortage occupation list • Working with the RCSLT Professional Development Team to respond to the HPC consultations on standards and confidentiality • Together with RCSLT Communications Team, produced a manager's toolkit to help speech and language therapy managers work with local commissioners to inform commissioning of services for people with communication difficulties
To raise awareness of communication needs	<ul style="list-style-type: none"> • Produced first UK-wide campaign on Stroke. The whole team, led by Head of Policy and Partnerships, produced key messages and survey feedback, targeting our influencing activities at decision-making audiences and stakeholders and have delivered sustained activity across the UK with this campaign. This included a very successful launch at the Houses of Parliament with The Stroke Association. • At the Scottish Parliament, produced a briefing to lobby for the needs of children and young people with communication support needs • In Northern Ireland, held a master class for children's services, to promote best practice as outlined in the RCSLT children's services position paper • Met with key political decision makers and NHS managers regarding the Michael Palin Centre to identify and secure ongoing funding of the service • Delivered a successful and large-scale conference on the new 'Provider models' being developed as part of the reform agenda in England in March 2007 • Organised a seminar with our specific interest group (SIG) on young offending to explore the role of SLTs in secure settings • Policy officer organised a very well attended policy-practice event with our Children's Centres SIG and engaged Department for Children, Schools and Families officials in this important and growing area
To promote RCSLT policies with government and other decision makers	<ul style="list-style-type: none"> • RCSLT welcomed the announcement in August 2007 by the Secretary of State for Health Alan Johnson, MP, and Secretary of State for Children, Schools and Families Ed Balls, MP, of a review of services for children and young people with speech, language and communication needs, by John Bercow, MP. RCSLT CEO Kamini Gadhok was made a key member of the Review Advisory Group and led on the RCSLT recommendations to the Review. An interim report was produced in March 2008, which reflected many of the RCSLT's points to the Review • RCSLT Policy Team members markedly increased our contact with political decision makers across the UK after the elections to the devolved governments (Northern Ireland, Scotland and Wales) in 2007. For example, in Scotland, on the election of the new Scottish National Party (SNP) government, RCSLT Scotland Officer Kim Hartley highlighted our key issues to the new Scottish Government team and followed this up with ministers and the new opposition party spokespeople • RCSLT Northern Ireland Country Policy Officer Alison McCullough chaired and coordinated the very important Ministerial Task Force on the development of children's SLT services there • RCSLT Wales Country Policy Officer Alison Stroud headed up the RCSLT campaign to influence the new Legislative Competence Orders (LCO) in Wales. We gained the support of the Wales Assembly Additional Learning Needs Committee to get our RCSLT position on special educational needs heard
MEMBERSHIP & COMMUNICATIONS	
To define and agree a strategy for proactive and reactive media work, linked to our media and communications strategies (internal and external)	<ul style="list-style-type: none"> • Identified constructive public relations opportunities to promote the work of SLTs • Significant PR success: the CEO appearing on BBC news; frequent and numerous SLT mentions placed in national and regional press
To identify opportunities to raise profile of RCSLT and of communication impairment	<ul style="list-style-type: none"> • It was intended to engage the patron in at least one media or member facing opportunity; unfortunately she was unavailable
To diversify and make more efficient the College's sources of income	<ul style="list-style-type: none"> • Increased income from display and insertion advertising in <i>Bulletin</i> through improving the look and feel of the publication. Income from advertising increased nearly £50,000 year-on-year to £419,031 • Defended recruitment advertising income by introducing jobs pages online. Working with supplier to identify and attract new advertisers. Job advertising has been introduced to the RCSLT website • Sought revenue by building on online book sales. Worked with supplier to identify titles of use/interest to members. Book sales functionality has been added to the website • Promoted increased use of RCSLT rooms through advertising online

continued next page ▶

TABLE 2 contd. OBJECTIVES, ACTIVITIES & PERFORMANCE

OBJECTIVES	ACTIVITIES & PERFORMANCE
MEMBERSHIP & COMMUNICATIONS continued...	
To retain and increase our membership	<ul style="list-style-type: none"> • An international member category was introduced to enable more SLTs from outside the UK to benefit from RCSLT membership • We ran events targeting students and support workers and have conducted on-going campaigns via key members, <i>Bulletin</i> and the website • Promoted membership through RCSLT publications, the website and events, using some audience-specific publications to target new graduates and students and a programme of visits to first and final year SLT students for academic year 2007/08 • RCSLT membership marketing has been supported by new publications such as the online managers' resource pack, a guide to planning and implementing change in speech and language therapy services • The strengths, weaknesses, opportunities and threats for the new generations project and other diversity activities in the light of NHS/SLT workforce changes were reviewed • Encouraged managers to support activities that promote RCSLT membership. This was promoted to speech and language therapy managers at the conference in June 2007 • Made use of email, <i>Bulletin</i> and other RCSLT publications to raise awareness of policies, legislation and new publications including CQ3 and position papers • The CPD diary email, website and print publications promoted clinical and professional excellence during the year • An events strategy was agreed, focusing most events on providing CPD opportunities for members • We delivered a schedule of face-to-face events, following an approved process for events management. A programme of highly successful and well received events took place during 2007/08 including a two-day conference for managers and leaders in SLT, which was held in York in June
To continue support of the RCSLT SIGs and regional networks to support implementation of RCSLT position papers and the dissemination of best practice	<ul style="list-style-type: none"> • A meeting was held with the Chairs of SIGs, who helped us to identify possible improvements in services and online activities, to be introduced in 2008/9
To establish and maintain effective and sustainable communication systems with and between RCSLT members, to ensure decisions are made that take account of members' views	<ul style="list-style-type: none"> • UK wide – The Membership and Communications Board provided a link between the HQ, its activities and the membership • The Board extended its membership during the year, with a student representative joining • The Head of Membership and Communications attended a Northern Ireland network meeting in 2007 • In England, investigated how to develop member-led networks including the development of a network or board to support the England Councillor(s) • In Northern Ireland, the NI Board helped to develop communication networks to continue to develop presence in NI for stakeholders and Members. A PA was recruited to support RCSLT Ireland membership • In Scotland, the use of Scotland communication/cascade networks ensured good communication of important information to and from members in Scotland • Clinical specialist advisor groups were developed • In Wales, we continued to support the development of the Wales Board
To produce a communications plan, to be reviewed at least once, annually	<ul style="list-style-type: none"> • The communications plan was used to ensure RCSLT events and activities are well known amongst the membership (or relevant target groups in the membership) • Events were effectively promoted through <i>Bulletin</i>, the RCSLT website and by email through the CPD diary e-newsletter
PERFORMANCE & CONTRACTS	
To maintain short, medium and long-term financial viability	<ul style="list-style-type: none"> • A new financial strategy was approved by Council. This will be taken forward as ongoing work • The College's investment managers were changed and are now Rathbones plc. This was the result of a thorough tendering exercise. Council is taking a medium to long-term view of our investments and approved Rathbones to manage these against a low to medium risk investment strategy, taking account also of the RCSLT ethical policy. The long-term aim is to ensure a balance of capital growth and short-term investment income streams
To make improvements to the RCSLT premises	<ul style="list-style-type: none"> • Plans were begun to improve the facilities and décor of the downstairs meeting rooms, with a view to them then being more commercially attractive for hiring to outside customers. This will include upgrade of AV and IT support • Prices were reviewed, to the benefit of College members
To improve IT infrastructure	<ul style="list-style-type: none"> • We concentrated on development of our network, replacement of ageing PCs, upgrading connectivity to our external offices and homeworkers and improving our disaster recovery systems
To develop an HR strategy	<ul style="list-style-type: none"> • We completely reviewed our staff pay structure. Achieved this through the development of new pay policies, assisted by an external consultant, and negotiation and consultation with the staff through the Joint Consultative and Negotiating Committee. All staff were put on new pay grades and we put a robust system in place for future pay grading and negotiation and also pay progression for staff • Review of HR policies was begun
To develop performance monitoring procedures	<ul style="list-style-type: none"> • Better monitoring of staff contracts put in place • Contracts tendering process completely revised

is no exception. Over the course of the year, Council held horizon scanning sessions and developed a revised strategic plan and a revised set of strategic aims, which link through and cascade down to the strategic objectives shown in the following table. Council are also aware of the need to demonstrate public benefit and this has been taken into account when debating the strategic aims. Next year, FY08/09, Council will report formally on compliance with public benefit, as further informed by the outcomes of the Charity Commission's consultation work.

FY07/08 Objectives, activities/ performance; future plans

These are shown in table 2 (pages 19, 20 & 21). NB: Future plans – all objectives outlined in this table are continued objectives for FY08/09

Additional objectives/activities for FY08/09

(Activities are bullet-pointed)

Professional development

Define/agree standards for support workers education and training:

- Develop policy statement and quality assurance measure for training and career development for SLT assistants/practitioners

Pre-registration training to be evidence based through curriculum guidance:

- Review RCSLT position on certification when Skills for Health processes are in place

Research methods learning to be driven by type of data analysis and SLT efficacy modelling:

- Oversee and manage RCSLT's R&D strategy
- Provide support and guidance for members on research and funding
- Undertake scientific conference planning
- Complete Commissioning Services Guidance

To support members to improve and enhance the services they provide and to demonstrate the efficacy of speech and language therapy and the use of professional standards:

- Develop tools to support speech and language therapy managers with service planning
- Develop self-evaluation tool for SLT services to demonstrate the efficacy of speech and language therapy and the use of professional standards

Work with policy team to share information and develop resources for commissioners:

- Influence SHAs around commissioning of student places and speech and language therapy services
- Work with policy team around campaigning and influencing issues

Policy and Partnerships

To organise and run proactive campaigns in the interest of service users and members

To have a robust policy management system which responds to key developing policy areas

To influence key decision makers and develop sustained partnerships

To monitor, understand and respond to the changing external environment

To develop the capacity of the team through organisational development and information resources

To work with and through members to support our influencing and partnerships agenda

Performance and Contracts

To further develop planning procedures:

- It is intended to review the corporate planning procedures being used and refine and adopt new ones where necessary, to include project planning

To develop collaborative working with AHPs as possible efficiency measures or cost savings. To be developed when the AHP collaborative working interim report is considered

TABLE 3 FINANCIAL OBJECTIVES AND PERFORMANCE

OBJECTIVES	PERFORMANCE
To ensure that the organisation has financial models which support strategic goals	Yes – there is a rigorous budget setting and monitoring process and better management of investments
That funds and reserves are invested prudently (low to medium risk)	Achieved, through the appointment of Rathbones investment managers
70% of income to be generated from long-term sources	Membership – 69% Recruitment advertising – 17%
To achieve a ratio of fixed costs to long term income of no greater than 1:1	Fixed costs: Long term income Achieved 1:1.3
To generate an annual surplus of between 2 – 4% of annual turnover	11.5% of turnover achieved
To maintain reserves which represent 12 months of anticipated operating costs	Achieved 11.9 months of anticipated operating costs
Maintain minimum cash days in hand of 30 days expenses	73 cash days in hand
OTHER INDICATORS	
Income	Up 3.5%
Expenditure	Up 7.0%
Surplus	Down 16.7%
Gift aid from CSLT (Trading) Ltd	Up 57%
Liquidity ratio*	7.2 x
Investments	
Charity Official Investment Fund (COIF)	No change (£2,400,000)
Interest on COIF deposits	Up 25%
Value of Equity Investments	£1,168,232
Increase in total investment income	Up 22%
Yield on equity investments	3.67%

*Liquidity ratio – this represents the number of times the business short-term assets covers its current liabilities. It measures the ability to meet its day-to-day commitments.

4 FINANCIAL REVIEW

The overall aim of RCSLT's 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 strategic plan.

In 2007/08, the financial objectives and performance against them were as shown in Table 3 (opposite).

An overview of the RCSLT finances, including detailed management reports, were provided to trustees throughout the year 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. 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. Particular attention has been paid to assessing the performance of the outsourced advertised sales function to TenAlps (formerly McMillan Scott), publishers of *Bulletin* and *Supplements*.

Reserves policy:

The College requires free reserves to provide a reliable income stream, stabilise cash flows and provide funds for capital expenditure, meet contingencies and take advantage of emerging opportunities. The level of free reserves, which the trustees believe to be appropriate, represents 12 months anticipated operating costs.

The total charity reserves at 31 March 2008 were £5,892,640 of which £2,269,036 were considered to be free

(ie not earmarked for particular purposes or represented by fixed assets). This amount represents 11.9 months of anticipated operating costs; these funds will enable the College to take forward its plans with confidence.

Investment policy and performance

An investment manager (Rathbones plc) was appointed in November 2007 to manage RCSLT's investment of reserves in order to generate more income while protecting the capital value of the reserves. The objective is to seek to increase the purchasing power of capital and income, over a 6 – 10 year timescale, taking a low approach to risk. Investments would also be managed in accordance with the RCSLT ethical statement. The total market value of investments was £1,168,234, a 9.16% fall in value on the previous year (excluding COIF). The return on the original cost of the investments this year decreased to 3.27% from 4.1%. This was mainly due to the current state of the financial market resulting from the credit crunch.

5 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 and the Companies Act 2006. 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.

6 AUDIT INFORMATION

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

- a) there is no relevant information of which the auditors are unaware
- b) 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.

Signed:

.....

Rosalind Gray Rogers

Chair of Council

On behalf of the Trustees

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2008

	Unrestricted Funds £	Restricted Funds £	Total 2008 £	Total 2007 £
Incoming Resources from generated funds				
Donations and legacies received	100	5,935	6,035	3,246
Commercial trading	419,056	–	419,056	457,912
Investment income	189,502	–	189,502	155,318
Incoming Resources from charitable activities				
Grants	10,000	1,000	11,000	–
Membership	1,705,017	–	1,705,017	1,626,182
Conference	28,429	46,578	75,007	71,992
Other income	75,216	–	75,216	81,886
Total Incoming Resources	2,427,320	53,513	2,480,833	2,396,536
Resources Expended				
Cost of generating funds:				
Commercial trading	414,107	–	414,107	455,615
Investment management costs	1,046	–	1,046	3,381
Charitable activities				
Supporting members	1,151,187	39,505	1,190,692	1,070,798
Membership and information	470,161	–	470,161	430,954
Governance	117,397	–	117,397	90,727
Total Resources Expended	2,153,898	39,505	2,193,403	2,051,475
Net income for the year before transfers	273,422	14,008	287,430	345,061
Transfers	17,000	(17,000)	–	–
Net income for the year after transfers	290,422	(2,992)	287,430	345,061
Other recognised gains and losses				
Loss on disposal of office equipment	(4,814)	–	(4,814)	–
Unrealised gain on investments	(117,877)	–	(117,877)	38,134
Net movement in funds	167,731	(2,992)	164,739	383,195
Fund balances brought forward	5,655,300	72,601	5,727,901	5,344,706
Fund balances carried forward	5,823,031	69,609	5,892,640	5,727,901

The net income of the parent charity for the year was £287,430 (2007: £345,061).

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 2008

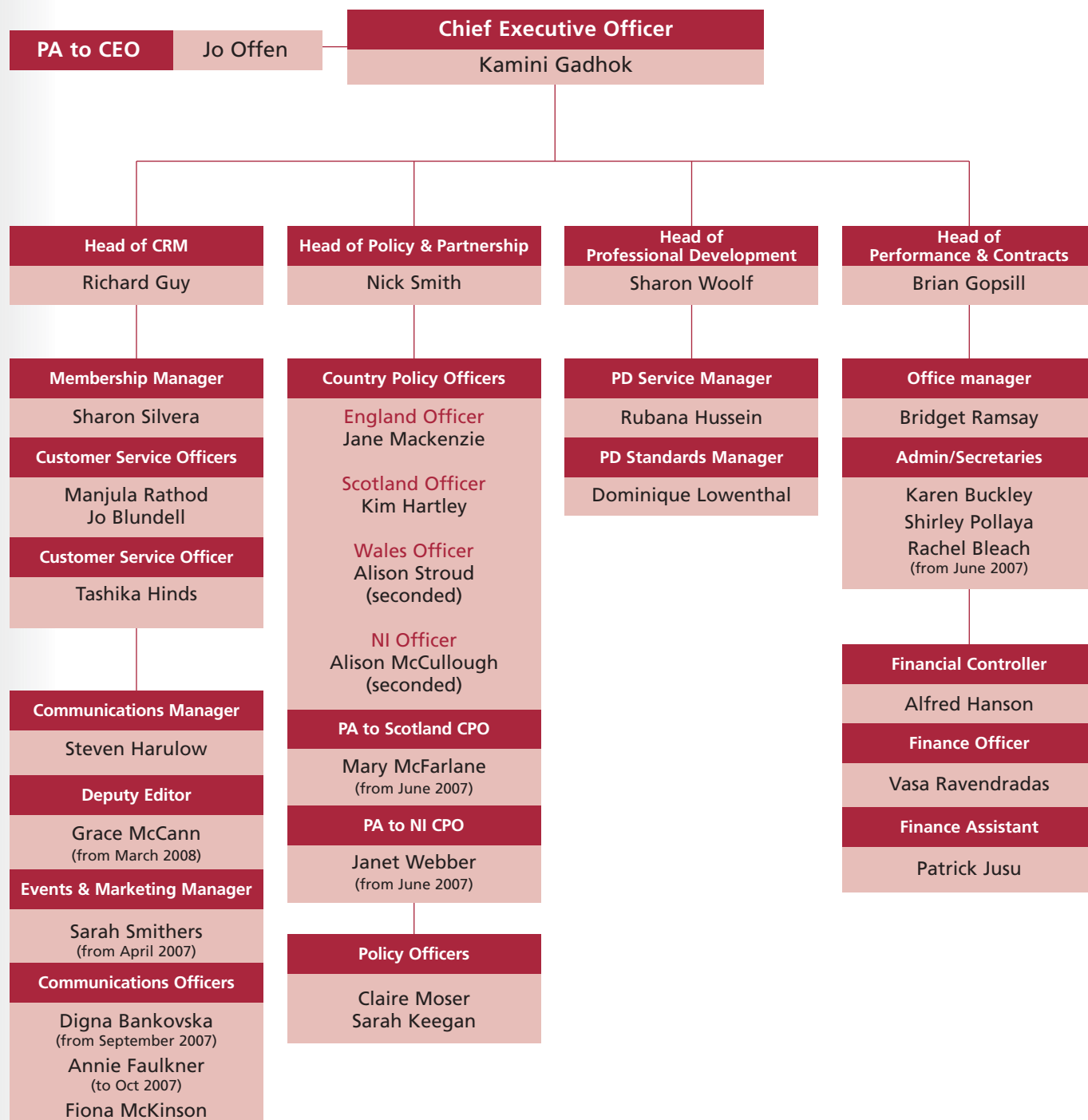
	— Group —		— Charity —	
	2008 £	2007 £	2008 £	2007 £
Fixed Assets				
Tangible fixed assets	2,015,257	2,017,282	2,015,257	2,017,282
Investments	1,168,232	1,086,109	1,168,232	1,086,111
	<u>3,183,489</u>	<u>3,103,391</u>	<u>3,183,489</u>	<u>3,103,393</u>
Current Assets				
Stock of goods for sale	6,700	6,688	6,700	6,688
Debtors	239,872	317,022	240,550	402,957
Short term deposits	2,400,000	2,400,000	2,400,000	2,400,000
Cash at bank and in hand	497,004	232,591	428,243	30,748
	<u>3,143,576</u>	<u>2,956,301</u>	<u>3,075,493</u>	<u>2,840,393</u>
Creditors:				
Amounts falling due within one year	(434,425)	(331,791)	(371,344)	(220,885)
Net Current Assets	<u>2,709,151</u>	<u>2,624,510</u>	<u>2,704,149</u>	<u>2,619,508</u>
Net Assets	<u>5,892,640</u>	<u>5,727,901</u>	<u>5,887,640</u>	<u>5,722,901</u>
Reserves				
Restricted Funds	69,609	72,601	69,609	72,601
Unrestricted Funds				
Designated Funds	758,950	605,924	758,950	605,924
Other unrestricted funds				
General Funds	4,290,493	4,147,228	4,290,493	4,147,228
Revaluation Reserve	768,588	897,148	768,588	897,148
Non-charitable trading funds	5,000	5,000	—	—
Total Reserves	<u>5,892,640</u>	<u>5,727,901</u>	<u>5,887,640</u>	<u>5,722,901</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





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