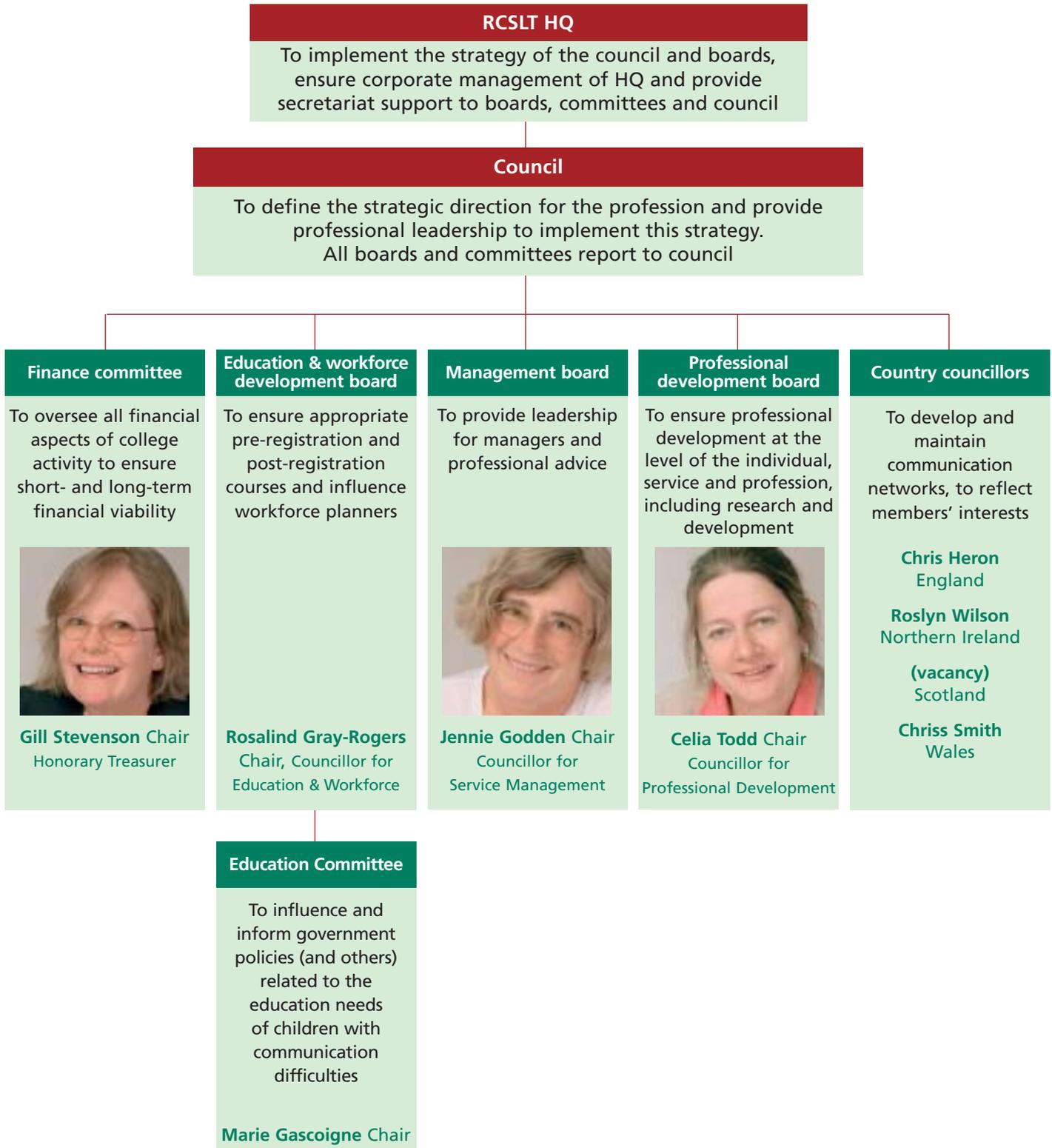


Royal College of Speech & Language Therapists  
**Annual Report 2004 - 2005**

# Governance & management structures for RCSLT



# Chair's message



## Dear member

Doesn't time fly? How often do we look back and think, where did that year go, what a lot seems to have happened in such a short time, can it possibly have been a year ago?

I wonder what events have marked this year for you and your career? A new job? Changes in

management? Increasing pressures? Agenda for Change, perhaps?

Your professional body was certainly busy in 2004-2005. Members and staff have been working together to progress the interests of the profession and people who have communication disabilities and eating and swallowing difficulties. This annual report shows you what has been achieved on your behalf.

There have been some notable highlights:

- We have achieved more effective lobbying and interaction with national governments and members by increasing RCSLT staffing for the devolved countries
- The new style *Bulletin* has been well received by the profession
- And much more – the New Generations project, a dementia position paper, children's services forum and a student study day, to name but a few

It has been a pleasure to welcome our new president, Sir George Cox, and to work with our patron, HRH The Countess of Wessex, as she gets to know the profession. I'd like to say thank you to Chris Heron and Chriss Smith, outgoing councillors and to Chris Code, who stepped down as editor of the *International Journal of language and Communication Disorders* after raising the journal's international profile. I'd particularly like to thank Anne Whateley, who has returned to the NHS after nearly four years as our deputy chief executive. All their contributions have been considerable.

One of my main aims as chair is to increase member involvement. So I wonder how am I doing? Have you been involved in RCSLT activity this year? Reading this annual report shows that you are interested and concerned about your professional body. Will you take the next step?

We have vacancies on boards and committees and we are asking members to share their expertise as advisers and project workers. And what about those members who haven't read this? Can you encourage others to become involved? Most of all we would like to hear your views. Give us your feedback and suggestions on how we can do things better.

I commend this annual report to you. Let us know how we are doing.

**Sue Roulstone**  
Chair of council

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# News from around the UK



**Chris Heron**  
*Councillor for England*

## England

In what has proven to be a very busy year, both professionally and personally, it has been both an honour and a pleasure to serve as England councillor.

I have been so impressed by the hard work done by a number of dedicated people, mostly in a 'voluntary' capacity, who give their time and energy to the development of the profession. If RCSLT members could see how seriously our chief executive, chair, their deputies and the various committee and board members take their responsibilities to college members and our clients they would, I am sure, be amazed.

The England committee has tried to establish some effective communication networks throughout the regions and, where there have been regional representatives, I think we have been successful. It is unfortunate that so few people have come forward to represent members in their regions, particularly when change in the profession needs to reflect the wishes of its members as much as being a response to external pressures.

I hope that everyone continues to use whatever networks they have access to – managers, special interest groups, local groups, the *Bulletin*, the RCSLT website, as well as your regional representatives and the new England Councillor – to make sure that your voice is heard.

In the past year a huge variety of issues have been addressed such as new continuing professional development processes, a union role for College, international recognition, College's role in relation to allied health professionals, CQ3, College finances, and student membership, to give just a few examples.

At a time of considerable change for the profession, with further reorganisation affecting many services and developing professional roles making us re-evaluate our ways of working, there is more need than ever for College's position and direction to be clear and a need for members to influence decisions made on our behalf.



**Roslyn Wilson**  
*Councillor for Northern Ireland*

## Northern Ireland

The RCSLT has been dealing with a variety of challenges in Northern Ireland over the past year. These include the review of public administration and the impact that this may have on the speech and language therapy profession.

An important outcome of the year was the appointment of Alison McCullough as Northern Ireland Policy Officer, who will work to get the RCSLTs voice across at a local political level. With a new Belfast base for the profession in Northern Ireland, we can provide members with a visible presence and offer resources.

In 2005-2006, Alison will work to establish her role and ensure there is a greater involvement of local members both at a political level and with RCSLT boards and committees.

Another important aspect of the RCSLTs work in Northern Ireland over the year

was the key role played in working collaboratively with the Northern Ireland Commissioner for Children and Young People, to improve the provision and outcomes for children with speech and language difficulties.

We have also forged stronger links between the RCSLT and the Irish Association of Speech and Language Therapists and started some joint working initiatives.

We are keen to strengthen representation of the profession at political and strategic levels and ensure UK-wide government directives are translated into meaningful work programmes for the RCSLT within the Northern Ireland context.

## Wales

The RCSLT Wales region board continued to meet on a regular basis during 2004-2005 to discuss and respond to local issues and initiatives. Work has continued to strengthen the networks and the Wales board membership.

We were pleased to welcome the appointment of Alison Stroud as the RCSLT Policy Officer for Wales. She took up this important role in January 2005 and will be ensuring RCSLT representation to the Welsh Assembly Government.

In addition, the RCSLT is also represented on the Welsh Therapies Advisory Committee, a Welsh Assembly Government sponsored organisation, which help us raise speech and language therapy issues in Wales.

Following a major report last year looking at current service provision for children, joint pilot projects with education providers have been

established for children's speech and language therapy services in Wales.

This year sees the launch of *Designed for Life*, the new health and social care strategy for Wales for 2005-2015 and Healthcare Standards for Wales. The Welsh Assembly Government is also commissioning Health Professions Wales to develop a strategic framework for assistant training education and development.

Members appreciated the annual general meeting/study day held in Cardiff in November 2004. This included a workshop led by local therapists on *Responding to change: towards a model of SLT service delivery for the 21st Century*.



**Chriss Smith**  
Councillor for Wales

## Scotland

RCSLT members in Scotland have been working harder than ever over 2004-2005 to achieve their goals for the profession and to support people with communication impairment and dysphagia. Below are listed some of the highlights, but there are also many more also worthy of applause.

To mainstream the needs of people with communication impairment across public services in Scotland, we have:

- worked with the SLT Managers Network to establish a group of 16 Members of Scottish Parliament (MSP) committed to pursuing a communication impairment (CI) Strategy for Scotland and supported a CI motion signed by 30 MSPs
- contributed to the Scottish Parliament Equal Opportunities Committee (EOC) Disability Inquiry

- prompted Quality Improvement Scotland (QIS) to establish a communication access reference group with a representative from the new RCSLT Inclusive Communication Network

On wider policy areas we have worked in partnership with the Scottish Executive Department of Education on the *Additional Support For Learning Act* and Codes of Practice and with the NHS Education Scotland on the new Higher National Certificate for SLT support workers. With QIS we have worked on the Clinical Effectiveness Network and on specific groups for children services and stroke care. We have also inputted into the Scottish Executive Health Department's Workload Measurement Project, Leadership Development Framework and the inaugural AHP international conference.



**Kim Hartley**  
Scotland Officer

**On behalf of**  
Councillor for Scotland (vacant)

# Message from the chief executive



**Kamini Gadhok**  
Chief Executive

The reports from the committees and boards reflect the work undertaken by RCSLT on behalf of its members. This report aims to highlight some of key political and policy work.

During 2004-2005 the RCSLT focused on strengthening its ability to effectively influence the UK governments and to formally engage the RCSLT in UK-wide projects and policies.

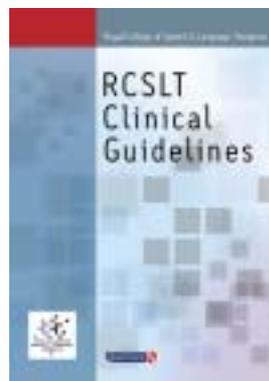
A continuing focus was Agenda for Change (AfC) and we have worked with the union Amicus to lobby and to raise concerns from our members to respective governments. We have been successful in attracting media attention to our issues and this has enabled us to keep up the pressure. The RCSLT would like to thank all members who have supported this work to date and I would particularly like to thank Ann Whitehorn, Rob Spence and Debby Rossiter for their ongoing support.

The RCSLT is represented on the national steering group for the *AHP Career Framework* project (UK wide). This aims to develop national workforce competences to cover the functions carried out by allied health professionals (AHPs), particularly in leading edge clinical settings and environments and to incorporate these into a competence framework linked to the Health Functional Map and the Knowledge and Skills Framework (KSF).

As a result of contact from our members, the RCSLT also organised a workshop on the development of KSF post outlines, which form part of AfC. We hope that this involvement of our members in national developments will support local changes taking place.

The RCSLT has responded to key policy issues within each of the countries and enlisted the help of the membership in these. Examples include:

- **England:** involving members in the development of critical care services, *Action On ENT* and proactively influencing a number of policies affecting the future of services for children. Working with other AHPs to influence the work on long-term conditions and establishing RCSLT representatives for a range of external reference groups.
- **Northern Ireland:** informing the review of SLT services for children by the Northern Ireland Commissioner for Children and Young People and involving members in a solution based strategy to address the recommendations. Establishing networks and working alongside AHP colleagues in order to influence government in its consultation on the future of NHS working. *Responding to the Disability Act* and the Child and Adolescent Mental Health Services review.



The RCSLT announced the electronic launch of the new *Clinical Guidelines* for speech and language therapists in April 2004. Edited by Sylvia Taylor-Goh, the guidelines aim to provide clinicians, managers and service users with evidence-based statements regarding the clinical management of specific disorders or conditions and in some instances, particular populations. The print copy was due for completion in early summer 2005.

- Scotland:** working with the SLT Managers Network to establish a group of Members of Scottish Parliament (MSPs) on a communications impairment (CI) strategy for Scotland and contributing to the Scottish Parliament's Equal Opportunities Committee Disability Inquiry, providing CI training for EOC MSPs. Prompted Quality Improvement Scotland to establish a Communications Action Reference Group with a representative from the new RCSLT inclusive communication network.
- Wales:** responding to the consultation and influencing the pilot projects on the future of SLT services for children. Supporting development of more SLTs, increasing training and looking at how to train and develop assistant practitioners.

We are aware that not all our members are employed within the NHS and the chair of council and I attended the Association of Speech and Language Therapists in Independent Practice annual general meeting in March 2005 to listen to concerns raised by SLTs working in the independent sector, so the RCSLT can mainstream their issues into the work of the council and boards.

We have also continued to work with the Allied Health Professions Federation to strengthen our political voice in the UK countries. Joint lobbying has included issues with respect to the Health Professions Council and the engagement of AHPs in informing key government initiatives.



# Report from the RCSLT HQ



Over the past four years there has been a steady growth in RCSLT membership subscriptions and in 2004-2005 there was an increase of 2%, as the table below shows.

In the past year, the RCSLT has provided more guidance to assist members in completing their continuing professional development.

A new membership database has been implemented and the membership and information team plans to ensure continuous improvement in services to members.

During 2004-2005, the RCSLT changed the way it produced the *Bulletin* and *Bulletin Supplement* magazines by outsourcing the advertising and design function to contract publishers McMillan-Scott. The first full-colour *Bulletin* came

out in July 2004 and has been well received by the RCSLT membership.

Work also began on a major overhaul of the RCSLT website. Website design company, Premier IT, won the contract to redesign the site and develop an online continuous professional development function, in anticipation of Health Professions Council developments. Both elements were due to be launched in summer 2005.

Preparations for the RCSLT's Diamond Jubilee celebrations in October began in early 2004. Planned activities include a national *Speech and Language Therapy Week*, a gala presentation of honours and special awards and a study day.

**Steven Harulow**  
*Head of Communications*

RCSLT membership				
	End March 2005	End March 2004	End March 2003	End March 2002
UK practising members	9,251	8,888	8,408	8,263
UK non-practising members	450	450	499	495
Retired members	353	331	306	264
Overseas members	464	558	487	327
Student members	1,324	1,098	1,034	1,122
Associate members (support workers)	334	377	298	389
<b>TOTAL</b>	<b>12,126</b>	<b>11,702</b>	<b>11,032</b>	<b>10,860</b>

# Education and workforce development board

In 2004-05, the board's targets were to: realign RCSLT activities in education and training with the Health Professions Council (HPC); develop activities and support for students and support workers; develop national standards for practice-based learning; and monitor the introduction of the Mutual Recognition Agreement with professional associations in America, Australia and Canada, which came into effect on 1 January 2005.

The board met four times, three times with Dr Catherine Adams as chair and once with Rosalind Gray-Rogers as acting chair following Catherine's resignation in January 2005.

The board oversaw a reorganisation of the accreditation system of pre-registration courses. The HPC will now approve these and the RCSLT will provide a representative to work on mapping standards in education and training and to give curriculum guidance.

Dr Anna van der Gaag, the RCSLT's continuing professional development consultant, worked on the new online electronic diary to record CPD activity and is producing a toolkit of short learning modules for members, in anticipation of the online diary's introduction in April 2006. She has also written and piloted a distance learning refresher course for returners to the profession.

The board oversaw a successful student study day in February, monitored progress on the *New Generations* project and requested funding to hold a regular meeting for the higher education institution's admissions tutors.

It also monitored proposals by four higher education institutions to introduce new speech and language therapy pre-registration courses and has agreed to provide consultants who will accredit new courses.

The board formed a working group to devise national standards for practice-based learning and has met three times. The standards will be presented to council for approval at the October 2005 meeting.

**Rosalind Gray-Rogers**  
*Chair*



HRH The Countess of Wessex met the joint winners of the 2003 Sternberg Award for Clinical Innovation on 18 May 2004, when she was guest of honour at Northwick Park Hospital's (NPH's) speech and language therapy department. The visit featured the work of Claire Wells, chief speech and language therapist at NPH and Dr Graham Williamson, consultant head of speech and language therapy at Sedgefield PCT. Claire's work, running a therapist-led voice clinic, has dramatically improved the services offered by her department. The clinic has improved the patient's journey through NPH's voice disorders service. Graham received his award for his work in improving the evaluation of voice difficulties in children and adults. He wrote a software programme that guides clinicians through a systematic evaluation of voice difficulties.

# Education committee



The committee met three times during 2004-2005 and the education committee in Scotland (approved by the council in July 2004) also held regular meetings. The Scotland committee included representation from clinicians and managers from the north, east and west regions.

Over the year the committee contributed to key consultations on the Common Assessment Framework (England) and the Additional Support for Learning Bill (Scotland).

The Children's Services National Forum took place in September 2004, with speakers from each country presenting the political and policy context. Delegates attended from various regions and groups and others such as ICAN, higher education institutions and independent practitioners. Among topics discussed were the future of the profession, meeting the needs of the population, workforce issues and models of service delivery.

The steering group and committee met in October and agreed to produce a short overarching vision paper to include sections on context, key policy themes with links to country-specific information, a model of services and positioning the profession for the future. A draft of the paper will be sent out to delegates for consultation.

The committee bid for funds from the SEN Inclusion programme alongside ICAN and AFASIC on three key pieces of work: establishing a quality framework for communication friendly schools – eg developing standards for inspection; facilitating change – appointing local facilitators/champions, implementation and evaluation; rolling-out via pump-priming granting funds for specified period and mainstreaming. We are awaiting the outcome of this bid.

**Marie Gascoigne**  
*Chair*



RCSLT members vented their collective spleen in late June 2004 when they categorically rejected Agenda for Change (AfC). Over 3,000 members called the RCSLT phone poll and answered the question, "If Agenda for Change is introduced as it stands now, would you leave the profession?" Nearly 90% of respondents said they would leave the profession if the government's AfC initiative were implemented in its current form. Worse still for the future of the profession, 85% of student SLTs said they would leave the profession on qualification. The RCSLT, on behalf of its members, called on the Department of Health to recognise that AfC in its current format will have a detrimental effect on speech and language therapy services; ensure that the national profiles are appropriate and that the process is robust before national rollout.

# Management board

During 2004-2005 the board worked on a number of activities in line with its strategic objectives, including developing a range of tools to support managers and leaders; providing a voice for managers on national issues and supporting RCSLT initiatives.

We initiated a project to develop guidelines to support SLT workforce planning and commissioning and appointed a project officer who will consult with the board and regional managers' groups on this.

## The board produced the following management information papers:

- general principles for speech and language therapy managers undergoing structural changes within organisations (2004)
- notes on interviewing SLTs who qualified overseas, and have not worked in the UK previously (2004)
- an information pack for new managers (revised 2005) – this now includes information on mentoring
- workload definition: key questions for managers (2005)

Board members sat on RCSLT steering groups to ensure that managers' views were represented, including the Newly Qualified Practitioner Framework, *Communicating Quality 3* and Standards for Practice Based Learning.

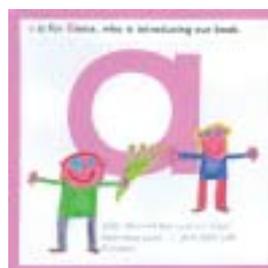
The board also continued its work coordinating discussion on professional issues between the RCSLT and the UK-wide network of managers. Managers working outside the NHS or overseas have been encouraged to link into the board.

One of the biggest challenges for managers this year was Agenda for Change (AfC), with the board feeding back regional issues to the RCSLT and Amicus. It also supported the development of guidance for the SLT Knowledge Skills Framework outlines.

There are many issues to face in the coming year, including the implementation of AfC, joint commissioning and extended roles. The board will rely on its members and their networks to ensure UK-wide engagement.



**Jennie Godden**  
Chair



## Sue Roulstone (back row, right) joins pupils and staff from Moor House School

The RCSLT and Moor House School celebrated the birth of HRH The Countess of Wessex's daughter, Louise, in June 2004, at the opening of the school's new sport's complex. The Countess, who is the Royal Patron of both the RCSLT and Moor House, received an alphabet book made by pupils, teachers and therapists from the school. Moor House School is a specialist non-maintained residential school for children with speech and language communication needs.

# Professional development board



Celia Todd  
Chair

2004-2005 was a busy year for the board with an increasing volume of work, including ensuring position papers are reviewed and updated on a regular basis. A vacancy still exists for a Northern Ireland representative, but we have recently welcomed a member of Association of Speech and Language Therapists in Independent Practice onto the board.

The *Clinical Guidelines* are complete and available in hard copy to order via Speechmark. Position papers on dementia and fiberoptic endoscopic evaluation of swallowing have been written and further position papers are being worked on.

We have supported a number of multidisciplinary initiatives including the *New Generations* project, the Dysphagia Competencies Project, *Action on ENT* and the Aphasia Alliance.

We have also offered training to clinical advisers for the first time and worked to strengthen the network of advisers and specific interest groups. The education committee produced a paper visioning the future of SLT services to children that will be an essential reference tool for all those involved in shaping the development of paediatric speech and language therapy.

Plans for the coming year include the launch of *Communicating Quality 3* in May 2006. Members have supported the project's development and their contribution will be essential in the consultation phase following the launch.

The board relies on the membership for much of its work. We need members to let us know when new guidance is required and when information needs to be updated. We are keen to build up our network of members willing to contribute to this process.

Finally, we will continue to work to ensure that a high quality professional service is provided to all our clients.



More than 100 SLTs, representing specialists, managers and academics from across the UK, met in London on 8 September 2004 to discuss the future role of SLTs within the changing landscape of children's services across the UK. The forum was organised by the RCSLT Education committee and steering group under the leadership of Marie Gascoigne. Its aim was to vision the world in five- to 10- years' time and to anticipate how speech and language therapy will contribute to the delivery of child- and family-centred services.

# RCSLT honours

The College honours committee meets annually to consider nominations from members for the following awards: honours, fellowships and honorary fellowships.

In 2004-2005 the following awards were made.

## Honours

Awarded to members for distinguished service in the following areas:

- To the RCSLT as whole, for example, as a member of council and or committees, assisting in the development of college policy, active liaison with other professional and allied organisations.
- To a clinical interest, such as an officer or member of a recognised specific interest groups, for developing activities in a particular area of the group's work, or as an outstanding clinician.
- To promoting the profession of speech and language therapy

The following received honours for distinguished services to RCSLT:

**Linda Armstrong**  
**Aileen Patterson**  
**Mary Smith**  
**Kay Coombes**

## Fellowships

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

**Dr Janet Beck**  
**Martin Duckworth**  
**Professor Chris Code**



The 2004 RCSLT honours and fellowship recipients

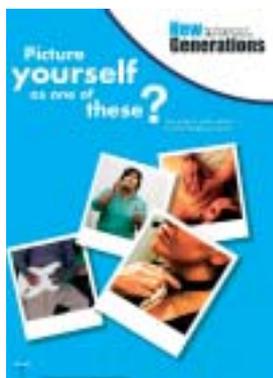
## Honorary fellowships

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

**Andrew Grace**  
**Professor Mark Hawley**  
**Dr Anne O'Hare**  
**Dr Tim Pring**  
**Richard Wright**  
**Professor Martin Ball**

## The Sternberg Award for Clinical Innovation

Went to **Claire McNeil**, **Clare Thomas** and **Beth Maggs** for their *Swindon Fluency Pack*, a resource of three programmes aimed at children who stammer.



The RCSLT, as part of the Allied Health Professions Federation, helped to create a new interactive learning resource for children to promote the work of and career opportunities within the allied health professions. The *New Generations* project, launched in late November 2004 and part funded by the Department of Health and the North West London Workforce Development Confederation, includes a programme of allied health professional ambassadors who have been recruited and trained to visit schools and colleges to give presentations on their work. Visit: [www.newgenerations.org.uk](http://www.newgenerations.org.uk)

# RCSLT grants

## Major grant

University of Surrey

Total £8,000

## Minor grants

Carolyn Allen  
Alison Biggart  
Marian Brady  
Monica Bray  
Lois Cameron  
Sarah Carrington  
Susan Chilvers  
Chris Code  
Tamara Davidson  
Ashleigh Denman  
Catherine Dunnet  
Doreen Faisca  
Sarah Griffiths  
Ruth Hibbert  
Julie Hickin  
Eileen Hope  
Rachel Jones and  
Jane Bligh (joint award)  
Fiona Korn  
Clare Latham  
Anja Lowitt  
Julie Marshall  
Alison McLaughlin  
Sharon Millard  
Gillian Montgomery  
Rachel Moore  
Joan Murphy  
Gillian Nelms  
Lindsay Pennington  
Kate Robinson  
Marion Rutherford  
Vasili Saounatsou  
Linda Smullen  
Stephanie Stollery  
Jenny Taylor  
Jackie Turnbull  
Yvonne Wren

Total £11,793

**Final total** £19,793

## HSA Charitable Trust awards

### Grants

Alison Biggart  
Sarah Guthie  
Deborah Lamb  
Tracy Lazenby  
Janet Linehan  
Sally Newman

### Major scholarships

Deeba Akram	£2,350
Deborah Kelly	£2,350
Kelly McPhee	£2,350

**Final total** £11,060

*(Note: this amount was paid directly to the above members by the HSA Charitable Trust)*

### Speechmark bursary

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

The 2004 Speechmark bursary went to **Samantha Eckman** for a one-year secondment to work as a volunteer SLT in India.



Rachel receives the RCSLT Student Research Prize from Caroline Fraser (centre) and Professor Sue Roulstone

### RCSLT student prize

**Rachel Hamadé**, from Queen Margaret University College, Edinburgh, won the £500 RCSLT Student Research Prize for her final year project, entitled "A quantitative and qualitative evaluation of a new automatic occlusion device for laryngectomees".

The RCSLT's launched the online version of its diversity strategy document in September 2004, representing the first stage in the development and agreement of a diversity strategy for the profession. Figures show that 98.5% of the speech and language therapy workforce is white European, and that consistently women make up nearly 98% of SLT students. There is a growing awareness both within the profession and in government policy that a greater diversity within the workforce is necessary in order to provide high quality services to all sectors of the community.

# Financial accountability and corporate governance: annual report of the trustees

The members of the council, who are also the trustees of the RCSLT, present their report and financial statements for the year ended 31 March 2005.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### Governing document ("Constitution")

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 7 December 2004, govern the College.

### Appointment of members of council

Applications for trusteeship are sought by advertisement. Members of council are elected for a three-year period by the membership at the annual general meeting. They may be re-elected for one further period of three years. Council selects any lay members on council who have no voting rights.

### Structure

There are two parallel and complementary structures of RCSLT: the officer structure and the representative structure, through 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 detailed on the inside front cover.

## MAIN SERVICES PROVIDED

### Internal to the profession

Services provided by the RCSLT include:

#### Profession-specific policy and tools

- *Communicating Quality 2* (currently being revised)
- competencies framework
- evidence-based clinical guidelines
- accreditation of pre-registration course programmes for SLTs
- continuing professional development (CPD) framework
- return to practice
- short courses
- position papers
- research and development strategy
- guidance for new managers
- accreditation scheme (being reviewed)

### Membership

- efficient and timely collection of membership subscriptions
- maintenance of accurate records and membership database
- promotion of student membership using graduation packs and the registration of new students
- promotion of associate membership to assistants and co-workers
- maintaining a directory of members
- direct debit maintenance

### Information and support for members

- provision of impartial professional advice to individuals
- provision of information and support for returnees to the profession
- access to RCSLT advisers in specialist clinical fields
- publications, for example leaflets, articles and papers
- monthly *Bulletin* magazine with contemporary clinical and professional articles, news and RCSLT views
- fortnightly *Bulletin Supplement* containing national job vacancies and notices of meetings/courses
- regularly updated website with members only sections
- development and maintenance of SLTs networks facilitating two-way communication
- support for specific interest groups
- subsidised training suite for members
- grants and awards for CPD and further qualifications
- 60 years of professional body archives
- welfare fund
- professional indemnity insurance

### Financial governance

- securing and increasing the existing levels of income in order to fund current and future services and projects
- maintaining a level of reserves which covers the RCSLT's annual operating costs by 2006-2007
- ensuring the RCSLT operates within the financial guidelines set out in current and future government legislation and regulations
- monitoring financial performance against agreed targets
- developing and maintaining appropriate policies to support internal financial, administrative and governance issues

### Management

The RCSLT is controlled by its council, which determines policy in pursuance of the objects set out in its articles. Council, boards/committees and other subsidiary working groups operate under specific terms of reference that enable the trustees to monitor specific functions.

Working groups are set up when required and are time-limited. Each working group reports to a particular board or committee. The finance committee, who then makes recommendations to council, considers proposals from committees and boards that have financial implication for the RCSLT.

### Budgetary and financial reporting/accountability

A comprehensive budgetary process is completed each February and approved by council in March. After the budget is approved, spending commitments are authorised by budget holders. Budgetary control is exercised through the active review of operating results, which are prepared every six weeks for both the

# Financial accountability and corporate governance: annual report of the trustees

finance committee and budget holders. Particular emphasis is placed on cash flow as well as income and expenditure and balance sheet reporting.

The RCSLT has clearly defined guidelines for making capital expenditure commitments. These include annual cash budgets, detailed appraisal and review procedures, levels of expenditure and number of quotations and tenders requirements.

Where the agreed budget for the year does not have an allowance for an unexpected item of expenditure, a formal request is either made to the finance committee, head of business support services and/or chief executive for approval, depending on the value of the funding request.

## Risk

The council is ultimately responsible for the RCSLT's internal financial and administrative control systems and for reviewing their effectiveness. However, such systems are designed to manage rather than eliminate the risk of failure to achieve the RCSLT's objectives, and can provide only reasonable and not absolute assurance against material misstatement or loss. These systems of control include, a regular consideration by the trustees of financial results, variance from budgets and non-financial performance indicators; the delegation of authority and segregation of duties and identification and management of financial and non-financial risks.

The trustees therefore acknowledge their responsibility for safeguarding the RCSLT's assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the RCSLT is operating efficiently and effectively
- its assets are safeguarded against unauthorised use or disposition
- proper records are maintained and financial information used within the RCSLT or for publication is reliable
- the RCSLT complies with relevant laws and regulations

The trustees undertook a review of the business risks facing the RCSLT during the year, and how these could be effectively managed. The actions taken by the trustees were informed by the severity and frequency of the risks.

In determining the severity of each type of risk identified, the trustees have sought to explore its impact on the RCSLT's ability to continue to achieve its charitable objectives.

As part of the risk review process, the RCSLT have concluded that there is one major risk that the RCSLT faces. This is the likely loss of one third of its recruitment advertising income now that the planned creation of an integrated recruitment service for the NHS became operational during the year.

To diversify the RCSLT's income base, and thereby mitigate the impact of this risk, the trustees outsourced the organisation's recruitment and product advertising function in July 2004 to a specialist advertising sales firm. The advertising function, which is closely monitored by the trustees, remained outsourced throughout the year.

Although the financial impact of the function was relatively insignificant during the year, the trustees have nevertheless continued to take appropriate steps to manage this threat. These include ongoing review of the income generation strategy and the setting up of a working group to oversee its implementation. The group reports to the finance committee.

The RCSLT's officers partly concluded their work on a disaster recovery plan during the year. When the plan is finalised, it will be presented to the finance committee who will review it and make appropriate recommendations to council for its approval.

The trustees are pleased to confirm that systems have been put in place to mitigate the key risk noted above. They will continue to review this and any other risks at their future meetings.

## Personnel

Following a competitive tendering process in the previous year, the RCSLT continued to outsource its human resources function during the year. In addition to the cost effectiveness of adopting this strategy, the RCSLT has noted the benefits of having access to specialist and up-to-date advice on key policies such as: selection and appointment of personnel; equal opportunities; sickness and absence; health and safety; maternity; organisational development and pay and conditions of service.

## OBJECTIVES AND ACTIVITIES OF THE RCSLT

### Charitable objects 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 conducts research into the field of speech and language therapy, accredits courses for the education and training of students, issues practice certificates and provides information for the general public about speech and language therapy.

Within these objects, the RCSLT's aim is to provide a preferred career choice for existing and potential members.

### Objectives for the year

During the year under review, council agreed work programmes with each board or committee. These were based on the 2004-2007 business/strategic plan.

### Strategies to achieve the year's objectives

To achieve the objectives/targets set for the RCSLT's boards/committees, respective boards/committees regularly reviewed their performance against the agreed work programmes with council, and these were reported to council throughout the year.

### Volunteers

All trustees, boards/committee members who served during the year provided their services free of charge to the RCSLT. The trustees would like to take this opportunity to say how much they appreciate their continuing and valuable support for the work of RCSLT.

## REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

### Finance committee

Throughout the year, effective steps were taken by the committee to diversify the RCSLT income base and monitor financial performance against agreed targets. These have culminated in achieving 111% of the target surplus of £561,338 for the year (restated surplus pre-funding of projects from designated funds was £624,883). The committee also increased the level of free reserves to 11.5 months of the RCSLT's current annual operating costs (level of cover in 2004 was 11 months).

The reports on the other committees and boards are outlined earlier in the report.

In 2004-2005 financial year, the RCSLT expended a total of £247,995 (2004: £63,053) on grant awards and projects. With regard to the award of grants, the RCSLT administers two main types. These are the minor and major grants. Grants are awarded to students, individuals and organisations that wish to undertake research in the field of speech and language therapy. Each application is considered against criteria set by the RCSLT. Applications for grants are invited through advertisements in the *Bulletin*.

### Grants, Projects and Establishment of Regional Offices

	2005 (£)	2004 (£)
<b>Grants</b>		
To individuals: 37 grants (2004: 51 grants)	11,793	12,962
Institution: University of Surrey	8,000	8,000
<b>Total grants</b>	<b>19,793</b>	<b>20,962</b>
<b>Projects and establishment of regional offices</b>		
Competency project	357	24,657
Clinical Guidelines	28,600	14,075
Scotland Office	2,688	–
Wales Office	7,256	–
Northern Ireland Office	5,343	–
Professional development	26,720	3,264
<i>Communicating Quality 3</i>	49,773	–
Allied Health Professions Forum	3,882	–
Future therapists' project	98,506	–
Workforce	4,455	95
Other projects	622	–
<b>Total project expenditure</b>	<b>228,202</b>	<b>42,091</b>
<b>Total grants and projects</b>	<b>247,995</b>	<b>63,053</b>



Alison McCullough (left) and Alison Stroud

Dr Alison Stroud and Alison McCullough began their work as the new RCSLT policy officers for Wales and Northern Ireland, respectively, in January 2005. Alison Stroud is head of speech and language therapy at North Glamorgan NHS Trust and Alison McCullough is team leader for learning disability at South and East Belfast HPSS Trust. The pair join Scotland Policy Officer Kim Hartley, and between them the three will add considerable value to the work of College across the UK.

Also included in the statement of financial activities (SFA) is a total of £538,838, which was spent on the following sundry membership services:

Other membership services	2005 (£)	2004 (£)
<i>Bulletin</i> and <i>Bulletin Supplement</i> production and distribution	385,724	307,967
Public relations and information	6,722	5,172
Clinical accreditation (final phase)	385	818
Conferences, seminars and room hire facilities	53,395	193,315
Publications (reprinting <i>Communication Quality 2</i> , etc)	11,751	11,326
Membership of other professional bodies	13,205	13,628
Professional indemnity insurance	43,440	41,898
Other membership printing matters (membership register forms, etc)	19,196	58,967
Membership banking charges	5,020	3,329
<b>Total</b>	<b>538,838</b>	<b>636,420</b>

# Financial accountability and corporate governance: annual report of the trustees

## Financial review and results for the year

The financial results of the RCSLT during the year were £499,642 (2004: £810,105). The decrease in surplus funds was due to two key reasons.

First, there was a fall in the income from recruitment advertising coupled with a corresponding increase in recruitment advertising costs. The other reason for the shortfall in surplus was because of some project costs which were funded from designated funds that were set aside in prior years but had been put through the SFA during the year. The project costs, which were funded from designated funds, amounted to £125,241.

The RCSLT's wholly owned trading subsidiary carries out non-charitable trading activities for the RCSLT. During the year the company made a gift-aid payment of £345,623, transferring all its taxable profits to the RCSLT. This figure is included in the total surplus made by the group. The two directors of the subsidiary are independent of the RCSLT.

The RCSLT has maintained its investments in specific funds. These investments earned income of £114,488 (2004: £72,602). The earned income reflects a two-fold increase in returns over the previous year. For the second year running, the RCSLT's investments rose by £63,210 (2004: £103,256). During the year, the trustees reviewed the RCSLT's unrestricted reserves to ensure funds are available for the implementation of the six business objectives that underpin the 2003-2007 strategic/business plan currently being implemented.

### Reserves policy and free reserves

The aim of the RCSLT's reserve policy is to establish a level of reserves, which the RCSLT may need in times of unexpected fluctuations in income to ensure its ability to provide uninterrupted services to our members for a period of 12 months.

The trustees reviewed the RCSLT's reserves during the year. As part of the review, they assessed the level of reserves required to meet future shortfalls in income. In the light of the opportunities and threats facing the RCSLT, the trustees aim to maintain a reserves policy of keeping readily realisable assets at 11.5 months of anticipated annual operating costs by March 2007.

This level of reserves is required to provide a reliable income stream, deal with the stabilisation of cash flows, and provide funds for capital expenditure to overcome threats, contingencies and take advantage of future opportunities.

Of the total reserves of £4.2m held on 31 March 2005, £1.9m is free. The free reserves as at 31 March 2005 cover 11.5 months of the RCSLT's annual operating costs (2004: £1.8m, covering 11 months of annual running costs).

The RCSLT confirm that the value of its funds is as stated on the balance sheet and that these are adequate to fulfil its continuing obligations.

The unrestricted funds have been categorised into designated and free reserves.

The designated reserves are made up as follows:

Name of Fund	Balance at 31 March 2005 (£)
Research and development	29,667
Benevolence	5,000
Building	135,000
CQ3	178,403
Clinical guidelines	32,000
Competencies project	20,000
Project maintenance/review ("the pot")	113,176
Continuing professional development	70,000
Website upgrade	25,000
Corporate capacity	247,393
<i>[Formerly Outposts and Corporate Capacity]</i>	
Employment	65,000
Corporate re-organisation	50,000
<b>TOTAL (2005)</b>	<b>970,639</b>
<b>TOTAL (2004)</b>	<b>756,426</b>

The CPD fund was set up during the year to meet the costs of developing and hosting an online CPD system for the membership.

The free reserves as at 31 March 2005 (ie, the general funds after deducting the book value of fixed assets, restricted and designated funds) are being accumulated in accordance with the reserves policy, which was agreed by the trustees in 2002.

### Investment policy and objectives

Council has authorised the finance committee to manage the RCSLT's investments and short-term deposits strategies in accordance with the rules of its articles and relevant statutory laws and regulations.

The finance committee sought advice from our investment advisers throughout the year before making acquisition and disposal decisions. The investment policy is to produce sufficient annual income, while using a strategy for growth in capital. During the year all investments were made in accordance with the finance committee's broad ethical guidelines, for example by not investing in the likes of tobacco companies.

Although capital growth and income maximisation are central to the policy, the expressed tolerance to risk of the finance committee is moderate to low. This is reflected in the composition of the RCSLT's investment and short-term deposits portfolio as at the end of the financial year.

For example, of the total market value of the investments and short-term deposits of £2,802,827, 68% of the fund (£1.9m) is invested in the Charity Official Investment Fund, 20% (£553,381) is in UK equity stocks and the remaining 12% (£349,446) is invested in the UK Treasury Bond fund.

### Plans for the future

The RCSLT's current five-year strategic/business plan was approved by the trustees in September 2003, and will be reviewed on an annual basis. The key objectives for the next year that have been agreed within the plan are:

Following the completion and adoption of the RCSLT's 2003-2007

strategic/business plan in the previous year, the trustees continued to actively manage the agreed six business priorities which have been used as the basis for preparing the plan. These areas of priority are: finance; communication with members; professional standards and development, including education and training; workforce development, in particular, recruitment and retention of speech and language therapists; information, including information communication technology in the NHS; and research and development.

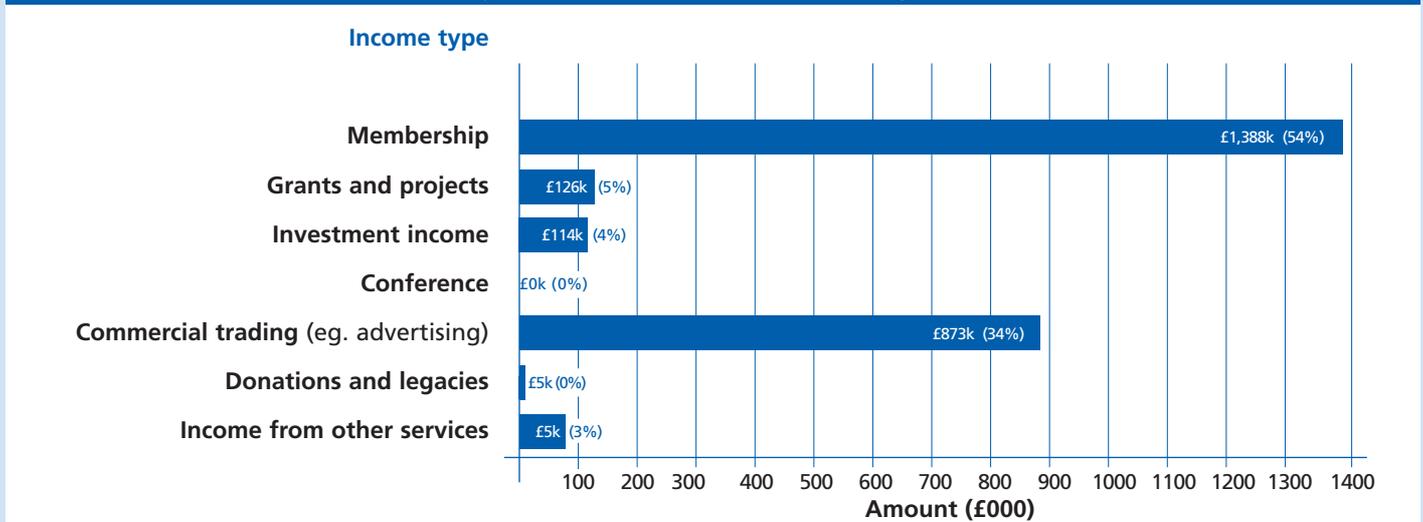
The RCSLT began the process of updating its website during the year; this is planned to be launched in July 2005. The trustees were also actively involved in contributing to, and shaping, external drivers like government policies across the devolved countries. During the year, the trustees reviewed the officers' roles and office space costs in Scotland, Wales and Northern Ireland. They also successfully completed the process of setting up satellite offices in these countries.

In 2005-06 financial year, the RCSLT will closely manage its existing revenue-generation plans for growth in membership, efficiency savings and its income from product and recruitment advertising.

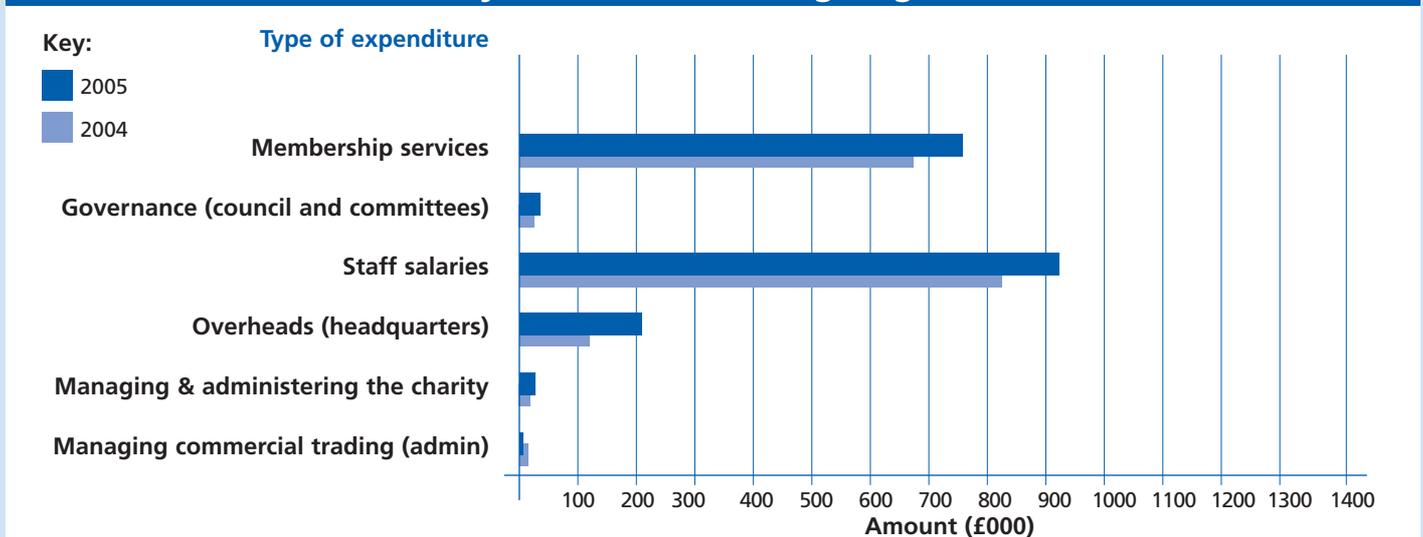
**Funds held as third party trustees on behalf of others**

Included in the SFA report, are incoming resources of £126,000 and expended resources of £98,506, which are held and managed by the RCSLT on behalf of the Allied Health Profession Federation. Of the total incoming resources of £126,000, £64,000 was received from the Department of Health (DH) and the North West London Workforce Confederation, through the College of Occupational Therapists, and £36,000 was, on the advise of the DH, released by the RCSLT from the restricted funds which were awarded to it in 2003/2004 by the DH. The resources expended in the year from these funds were on the development of a website and resource centre for professions allied to medicine. The balance of the funds held on 31 March 2005 was £63,495.

**Summary of 2004-2005 incoming resources**



**Summary of 2004-2005 outgoing resources**



# Financial accountability and corporate governance: annual report of the trustees

## Consolidated income and expenditure account

Year to 31 March (£,000)	2005	2004
<b>Income</b>		
Fees and subscriptions:		
<i>Membership</i>	1,373	1,255
<i>Practice certificate fees</i>	15	18
<i>Academic accreditation</i>	0	6
Research (grants and awards)	126	0
Investment income	114	73
Conference	0	189
Commercial trading	873	958
Donations and legacies	5	24
Income from other services*	76	63
<b>Total incoming resources</b>	<b>2,582</b>	<b>2,586</b>
<b>Expenditure</b>		
Membership services		
<i>Bulletin and Supplement production and distribution</i>	386	308
<i>Grants, projects and establishment of regional offices</i>	248	63
<i>Other membership services**</i>	153	329
Governance (Council and committees)	42	34
Staff salaries	952	851
Overheads (headquarters)***		
<i>Office overheads</i>	317	246
<i>Unrealised investment gains</i>	(63)	(103)
Managing and administering the Charity	43	35
Managing and administering commercial trading (admin)	4	13
<b>Total resources expended in year</b>	<b>2,082</b>	<b>1,776</b>
<b>Surplus for the year</b>	<b>500</b>	<b>810</b>

\* Seminars £30k; Room hire £18k; Royalties £12k; Other £16k

\*\* Other membership services made up of: public relations, publication of books and manuals, clinical accreditation, conferences, short courses and room hire, professional bodies' membership, professional insurance, register printing, membership printing and membership banking costs

## Consolidated balance sheet

At 31 March (£,000)	2005	2004
<b>Reserves</b>	<b>4,209</b>	<b>3,710</b>
<i>Represented by:</i>		
<i>Fixed assets:</i>		
Tangible fixed assets	1,195	1,133
Listed investments	903	840
	<b>2,098</b>	<b>1,973</b>
<i>Current assets:</i>		
Stock of goods for resale	12	5
Debtors	426	291
Short-term deposits	1,900	1,200
Cash at bank and in hand	52	460
<i>Current liabilities:</i>	(279)	(219)
<b>Total net assets</b>	<b>4,209</b>	<b>3,710</b>

### BALANCE SHEETS

**Fixed assets** Tangible fixed assets appearing on the balance sheet consist of the computers, furniture and equipment and the freehold property from which the RCSLT operates. These have been stated at their accounting book (or paper) values as at 31 March 2005.

**Investments and short-term deposits** The Fledgeling UK Equity Fund and Fledgeling Bond Fund have been stated at their market values on 31 March 2005. The short-term deposits relate to the balance shown in Charity Official Investment Fund (COIF) account as at 31 March 2005.

**Current assets/liabilities** Current assets of £2,390,430 and creditors of £279,191 at the balance sheet date show a strong liquidity position of £8.56 being available to pay for every £1 owed (2003-04: £8.93).

# The RCSLT's mission

## Statement of responsibilities of the council of management

The following income and expenditure accounts and consolidated balance sheet are a summary of the information in the full financial statements that have been audited and given an unqualified opinion by the auditors. Council approved the full financial statements on 21 July 2005.

The 2004-2005 summarised financial statements may not contain sufficient information to give a full explanation of the RCSLT's financial affairs. For further information about the full financial statements, including the auditor's report, please contact the head of business support services on 020 7378 1200.

## Independent auditor's statement to the council of the Royal College Of Speech and Language Therapists

We have examined the summarised financial statements of the Royal College of Speech and Language Therapists.

## Respective responsibilities of council and auditors

Council is responsible for the preparation of the summarised financial statements in accordance with the byelaws of the RCSLT and United Kingdom accounting standards.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements within the annual review and the financial statements. We also read the other information contained in the annual review, and considered the implications for this statement if we become aware of any apparent mis-statement or material inconsistencies with the summary financial statements.

## Basis of opinion

We conducted our work in accordance with Bulletin 1999-1996 "The auditors' statement on the summary financial statement" issued by the Auditing Practices Board for use in the United Kingdom.

## Opinion

In our opinion the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2005.

## Auditors:

Kingston Smith, Chartered Accountants  
Devonshire House, 60 Goswell Road,  
London EC1M 7AD

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

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

To deliver our mission we aim to:

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

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

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

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

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

To find out more read the *RCSLT Strategic Plan 2003-2006* available from <http://www.rcslt.org/about/strategicplan>



Maggie Newton



Laura Jones



More than 50 SLT students from across the UK attended the first national RCSLT student study day on 5 February 2005. The day aimed to introduce the students to the role of the RCSLT and discuss the idea of life post-qualification. Maggie Newton, in her first year at the College of Saint Mark and St John, Plymouth, said, "the career in research talk was very interesting. I hadn't really considered research at all as a career." Laura Jones, completing the final year of her postgraduate course at City University added, "it was really enlightening listening to a newly-qualified therapist who discussed some real issues that perhaps you wouldn't think about at the moment."

# Governance and management

## Patron

HRH The Countess of Wessex

## President

Sir George Cox (from September 2004)

## Senior Life Vice President

Sir Sigmund Sternberg  
O.St.J., KCSG, Hon FRCSLT, JP

## Vice Presidents

Simon Hughes MP  
Baroness Jay  
Baronies Michie

## Council

There are 10 councillors and one lay councillor who has no voting rights. 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.

## Chair

Professor Sue Roulstone  
(from September 2004)  
Caroline Fraser  
(until September 2004)

## Deputy Chair

Rosalind Gray-Rogers  
(from September 2004)  
Professor Sue Roulstone  
(until September 2004)

## Honorary Treasurer

Gillian Stevenson

## Country councillors

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

## England

Chris Heron  
(appointed September 2004)

## Wales

Chriss Smith

**Ireland** Roslyn Cunningham (nee Wilson)

## Scotland

Jeannette Cochrane  
(until September 2004).  
Position vacant from September 2004

## Lay member

Ivan Corea

## BOARD AND COMMITTEE CHAIRS

### Education and workforce development board (EWDB)

There are 13 members and one ex-officio member of the EWDB. The board's remit includes the accreditation of pre-registration course programmes and influencing workforce planners. Officers also attend the EWDB to provide secretariat support, or to be present for specific items. The board met four times during the year. The senior policy lead for education always attends.

#### Chair

Rosalind Gray-Rogers  
(Acting from December 2004)  
Dr Catherine Adams  
(until December 2004)

### Professional development board (PDB)

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

#### Chair

Celia Todd

### Education committee

This is an eight-member sub-committee of the PDB. The education committee's remit is to influence/inform government policies (and others) across the UK, related to the education needs of children with communication difficulties. Officers also attend the committee to provide secretariat support, or to be present for specific items. The committee met four times during the year. Two policy leads always attend.

#### Chair

Marie Gascoigne

### Management board

The remit of the 11-member management board is to provide leadership for

managers and professional advice. Officers also attend the management board to provide secretariat support, or to be present for specific items. The board met four times during the year. Two policy leads always attend.

#### Chair

Jennie Godden

### Finance committee

The remit of the four-member strong finance committee is to oversee all financial aspects of RCSLT activity so as to secure short and long term financial viability. Officers also attend the finance committee to provide secretariat support, or to be present for specific items. The committee met four times during the year. The head of business support services always attends.

#### Honorary Treasurer

Gillian Stevenson

### Company Secretary

Kamini Gadhok

### Officers

The officers employed by RCSLT are committed to the provision of a high quality service to its members and the public. Most are based at in London, which is the central point for information and resources. However, a number of officers work from home, in particular the officers responsible for Northern Ireland, Scotland and Wales and officers working on specific projects.

### Registered Office:

2 White Hart Yard  
London SE1 1NX

### Auditors:

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

### Bankers:

National Westminster Bank plc  
180 Shoreditch High Street  
London E1 6HN

### Investment Advisors:

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

# Competition

## Your chance to win £100 worth of book tokens

One RCSLT member can **win £100 worth of book tokens** by correctly answering the following questions:



- 1 Who is the RCSLT chair?
- 2 Who stepped down as editor of the *International Journal of language and Communication Disorders*?
- 3 Who edited the RCSLT *Clinical Guidelines*?
- 4 How many MSPs committed to pursuing a communication impairment strategy for Scotland?
- 5 How many times did the Education and workforce development board meet with Dr Catherine Adams as chair?
- 6 Which board produced *General principles for speech and language therapy managers undergoing structural changes within organisations*?
- 7 When did the first new full colour *Bulletin* magazine come out?
- 8 Who won the £500 RCSLT Student Research Prize?
- 9 When did Alison Stroud, RCSLT policy officer for Wales, take up her post?
- 10 Who is the lay member on the RCSLT council?

**One correct entry will be drawn at random on 1 November.**

Winner will be notified by post.

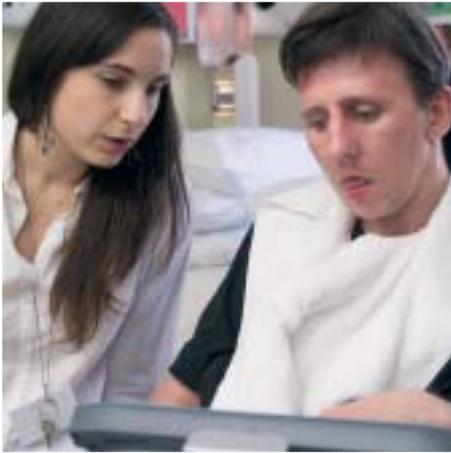
### Send your entries to:

(including your RCSLT membership number)

**RCSLT Annual Report Competition**  
**2 White Hart Yard**  
**London SE1 1NX**

**Entries close 31 October 2005**

*Only one entry per member*



## Royal College of Speech & Language Therapists

2 White Hart Yard, London SE1 1NX

Company number: 5183445 • Registered Charity: 273724

membership and information: 020 7378 3008/3009

switchboard: 020 7378 1200

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.

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

Download further copies of this annual report at: [www.rcslt.org/publications/annualreport](http://www.rcslt.org/publications/annualreport)