

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

TRUSTEES REPORT

FOR THE YEAR ENDING 31 MARCH 2020



ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

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ANNUAL REPORT 2019-2020

Message from the Chair and CEO

We are pleased to present the Trustees Annual Report for the period 1 April 2019 to 31 March 2020. Exceptionally, the report also summarises key actions up to trustee sign-off in October 2020. This is because, at the time of writing, we are still in a pandemic that has affected the working and home lives of us all – from our members, staff, service users and their families, to all our wider stakeholders. However, it is important for us to reflect back across all our achievements and remind ourselves of the successes and challenges for 2019 -2020 before COVID-19. This report celebrates our key achievements, describing highlights from the RCSLT’s Strategic Plan, which was reviewed and updated for 2018-2021. Engagement with, and support to, our members has been enhanced during the year by the appointment of Judith Broll, a speech and language therapist (SLT), as Director of Professional Development, and Rachel Purkett, as Director of Engagement and Communications.

None of these achievements would be possible without our members. Over the year a key aim has been, and continues to be, to ensure that we are inclusive in our approach to the co-production of resources. RCSLT members work across diverse teams, settings and clinical areas. Our response to not only COVID-19, but also Black Lives Matter, has built on this exponentially. Improved access to digital media and the use of social media has enabled us to create more extensive member networks and approaches to dialogue and co-production with members ‘at pace’ when this has been required. Our achievements in the delivery of the Strategic Plan is a testament to the staff at the RCSLT who have risen to the challenge to be both proactive and reactive, re-prioritising work streams and engaging with members through professional networks, increased webinar programmes, social media and the development of digital channels. Collaborative approaches have underpinned all the fact sheets, guidance and research priorities produced. Accessibility is also key. For example, for the first time following our biennial scientific conference all the resources produced were available for everyone through our website.

In many ways our profession is so different to the one that existed 75 years ago when the RCSLT was founded. However, the communication and dysphagia needs of the population remain the

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same. Future proofing the profession for our service users is key and therefore work has also focused on careers – from increasing the diversity of our profession and developing apprenticeships, through to mid-career opportunities, such as Advanced Clinical Practitioners and Consultant roles, and leadership. Whilst many of our 75th anniversary year celebrations have had to flex and change to reflect the current climate, our Trustees Annual Report demonstrates there is still much to celebrate and learn from.

The RCSLT Strategic Plan 2018-2021

The RCSLT Strategic Plan is a road map that sets out where we are as a profession and where we want to be by 2021. As this report covers significant items that have arisen since the end of the reporting year, it should be noted that in July 2020 the Board approved that the current Strategic Plan should be extended for a further year, due to the uncertainties of longer-term strategies during the COVID-19 pandemic. **This current Strategic Plan will therefore run to 31 March 2022.**

The RCSLT's charitable purposes are stated in the Articles of Association as: "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".

The Strategic Plan breaks into three main areas: the **mission**, the **purpose** and the **focus areas** for how we achieve the mission and vision.

Mission:

Enabling better lives for people with communication and swallowing needs.

Purpose:

We are the professional body that promotes excellence in speech and language therapy.

The delivery of these high-level aims is reflected in our Strategic Plan. We strive to place our service users at the centre of everything we do. This is reflected in the three focus areas, each of which is subdivided into strategic topics and strategic objectives (table one below). These enable us to fulfil our legal purposes. This Trustees Report considers each strategic topic and main activities and achievements of the RCSLT for the year ending 31 March 2020. The headings follow the headings in table one, by focus area and strategic topic, except for the focus area of "Innovative organisation", where the "Leadership within" strategic topic is dealt with towards the end of the report under the general governance information and in the statutory accounts at the end. A separate section, dealing with RCSLT's response to the COVID-19 pandemic and actions continuing to the date of sign-off of this report, begins on page 14.

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Focus areas

- Quality practice
- Innovative organisation
- Active influencing

Table one: The RCSLT's focus areas 2018-2021

Focus area	Strategic topic	Strategic objectives
QUALITY PRACTICE	Research and innovation	Shape research capacity, capability and culture within the profession
		Promote the funding of key areas of speech and language therapy research
		Promote understanding and use of an evidence-based approach to practice
	Workforce and leadership	Become an intelligence resource regarding workforce trends
		Pre-registration and post-registration training is responsive to the changing environment
		Support members throughout their careers to develop their leadership, knowledge, evidence-based practice and skills
	Professional guidance	Support members to develop, critically evaluate, promote and improve their services, including through recording outcomes

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Focus area	Strategic topic	Strategic objectives
		Understand the implications of new technology and supporting members to use it
	Service users	Continue to co-produce with and advocate alongside service users and their representative organisations
INNOVATIVE ORGANISATION	Leadership within	Ensure that the governance and finances of the RCSLT are sound and in accordance with the law and best practice
		The RCSLT is a diverse and progressive employer
	Member led	Enhance our communication, engagement and support to members, including resilience
	Digital	Work with members to develop digital services and functionality that meet their needs and supports member engagement
ACTIVE INFLUENCING	Creating profile and opportunity	Be proactive in raising our profile across all mediums
		Influence at regional, national and international levels
	Developing evidence-based policy and resources	Gather evidence, engage service users and develop resources to underpin our influencing

Focus area	Strategic topic	Strategic objectives
		Respond effectively to policy developments across governments

FOCUS AREA: QUALITY PRACTICE

Strategic topic: Research and innovation

Strategic objectives: research capability, capacity and culture within the profession will be shaped by SLT priorities; promote the funding of key areas of speech and language therapy research; promote understanding and use of an evidence-based approach to practice.

The RCSLT supports research and innovation in speech and language therapy across the UK in a variety of ways in order to drive forward the quality of services provided to people with speech, language, communication and swallowing needs. Over the past year we have implemented a number of projects to work towards these aims.

With an evidence-based approach to practice as a key focus area for the RCSLT, we have delivered a range of resources, including webinars, podcasts and articles, and delivered training to numerous SLT teams to disseminate this information and gather feedback to plan future RCSLT resource development. We plan to continue to roll this training out into next year via RCSLT hubs to ensure we reach all areas of the UK.

Another key area of focus this year has been to support the profession to embrace healthcare improvement approaches: quality improvement, improvement science and implementation science. 'Improving quality' was a key focus at our 2019 conference in Nottingham, with a range of keynote and parallel sessions devoted to the topic. (See page 10 for details). With improvement approaches continuing to gain momentum across the UK, we hope to maintain our focus on this topic into next year and beyond.

Our Research Champion Network continues to grow. It provides networking, resources and opportunities for members interested in carrying out research or research-related activities. We now have 335 members across the UK who are committed to carrying out research-related activities, while disseminating research opportunities. The network is complemented by our RCSLT Clinical Academic Mentors, who provide invaluable one-to-one support for SLT researchers at all stages in their clinical-academic career.

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This year has seen significant changes for our academic journal, the International Journal of Language and Communication Disorders. As well as appointing a new associate editor, we have recently appointed three new editors-in-chief. Alongside this we have updated our publishing contract and look forward to working with the new editors and publishing team to continue to disseminate high-quality clinical research.

Our research priority setting project has made good progress this year. We published the top 10 research priorities in developmental language disorder (DLD) in October 2019 to coincide with international DLD day and have subsequently published our report and a detailed paper about our methods. The RCSLT worked with the National Institute for Health Research (NIHR) to trial national standards that the NIHR had developed for partnering with service users as part of patient and public involvement (PPI) and together with them published the results. In addition, we carried out a project review with our stakeholder group, which helped identify our next steps.

The Research and Outcomes Team has completed numerous projects related to outcomes, data and informatics. These include working with the Professional Record Standards Body to ensure member input on record keeping standards, responding to national consultations on digital health developments and the use of data – for example the National Institute for Health and Care Excellence consultation on data and analytics. We have also refined a new approach to maintaining the RCSLT Systematized Nomenclature of Medicine subsets in response to member feedback.

We have continued to see increased engagement in the RCSLT Online Outcome Tool (ROOT). Speech and language therapists from 39 organisations are now using the tool and we have outcomes data for over 40,000 episodes of care. An article about the project was published in May 2020 in the BMJ Health and Care Informatics Journal, There was also a chapter about the ROOT in the Therapy Outcome Measure User Guide. This has led to interest in the ROOT from other professionals and work continues to be developed into next year.

Strategic topic: Workforce and leadership

Strategic objectives: Become an intelligence resource regarding workforce trends; pre-registration and post-registration training is responsive to the changing environment; support members throughout their careers to develop their leadership, knowledge, evidence-based practice and skills.

2019 was a Health and Care Professions Council (HCPC) continuing professional development (CPD) audit year for the profession. In response we ran a campaign from April to September to support our members. This included a joint webinar with the HCPC, Bulletin articles, advice and reminders.

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We surveyed members about their CPD access and requirements in summer 2019. Key themes aided future planning, which is already well advanced, with e-learning, webinars and podcasts and the digital project. This was well placed and timely, in light of increased demand due to the impact of COVID-19 and social distancing measures.

The RCSLT podcast channel launched in 2019 just after the scientific conference, as a way to bring members information on current issues and in-depth interviews. The channel has now reached 2,000 listeners across 31 countries.

An updated leadership website section has been drafted up to consultation stage. It has been paused due to COVID-19, but will be reviewed again in September 2020. Leadership mentors held a workshop in June 2019 to look at ways to improve and develop the service.

Joint principles for CPD and lifelong learning launched in January 2019 and are now being evaluated. This is a collaborative piece of guidance produced with 19 other professions, including nursing and midwifery. It is a tremendous achievement to reach a consensus with this many professions. Early views of the evaluation have highlighted positive feedback. Further work around multidisciplinary team CPD is ongoing.

Career development opportunities have also been supported with Advanced Clinical Practitioner roles opening up to SLTs. The RCSLT is supporting members to consider these roles as part of their ongoing CPD.

Strategic objective: Become an intelligence resource regarding workforce trends

In 2019, NHS England consulted widely on a new People Plan. The RCSLT made significant input, attending high-level meetings and submitting briefing papers. Publication was delayed at the start of the COVID-19 lockdown. Our ambition remains to use our own membership data to be a resource not just for the NHS but for the full diversity of employers including the independent sector. The RCSLT has purchased data from the Higher Education Statistics Authority to help us monitor admissions, qualifications and diversity. This has been used to inform Board discussions on workforce trends, in influencing activity with the Office for Students, in consultation responses, in the work of new diversity groups and in monitoring student numbers. The reforms to the student bursary in England continue to bed in, with some professions seeing significant falls in applicants and some with increased numbers. For speech and language therapy, admissions rose in 2018-2019 to around 995, up from around 855 in 2017-2018.

In Northern Ireland, the RCSLT contributed to the Department of Health's ongoing workforce review. In Scotland, the RCSLT, along with other allied health bodies, influenced the implementation of the Staffing Act and strategic workforce planning.

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Careers and diversity

In June 2019, the RCSLT held a diversity workshop, bringing together SLTs, students and universities to identify issues and agree actions to improve the diversity of the profession. We followed up with a webinar and the creation of working groups covering gender, ethnicity, careers and wider aspects of diversity. Early work included testing the platform for a new student network and considering objectives for a black, Asian and minority ethnic network; devising a survey to identify marketing approaches to promote better gender balance; and appointing a sub-author to write a diversity section in our new placement guidance, including being transparent about and starting to address racist behaviours experienced by students on placement.

Speech and language therapy degree apprenticeships

In 2019 and early 2020, work continued on developing guidance for employers and universities on an SLT apprenticeship, with a consultation completed in March 2020. While we continued to receive enquiries from potential speech and language therapy apprentices, universities and employers are still working through the complex suite of issues, including significant financial issues, in setting up an apprenticeship course. COVID-19 meant a pause in that work as universities focus on enabling their current courses to continue and to ensure current students are able to finish and progress on their courses.

Strategic topic: Professional guidance

Strategic objectives: Support members to develop, critically evaluate, promote and improve their services, including through recording outcomes; understand the implications of new technology and supporting members to use it.

We have published a wide range of clinical guidance, most in collaboration with other organisations, adding to the weight and reach of speech and language therapy values. Initiatives with organisations representing groups as diverse as head teachers and hospital caterers, and the Nursing and Midwifery Council have delivered positive feedback. Many of the clinical guidelines have focused on improving clinical delivery (for example, fiberoptic endoscopic evaluation of swallowing, critical care, quality of life and end of life care) and guiding commissioners to understand the value of speech and language therapy in education. In response to the COVID-19 pandemic, the professional guidance team has focused on working at pace to review guidelines to ensure member safety and appropriate service delivery.

FOCUS AREA: INNOVATIVE ORGANISATION

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Strategic topic: A member-led organisation

Strategic objective: Enhance our communication, engagement and support to members, including resilience.

Member engagement

Engagement with our members took on a new strategic focus this year with the establishment of a permanent Engagement and Communications Team.

In early 2020, the team began work to develop a refreshed member engagement strategy, including holding workshops with the Board, staff and some member groups. We expect this work to resume when the COVID-19 crisis abates.

Alongside work to renew our strategy, the development of RCSLT hubs, clinical excellence networks and other RCSLT networks continued to be a high priority for the organisation in 2019-2020. Hubs continued to thrive and their meetings proved to be a popular way to make connections across the profession. With country representative trustees for England North and South now in place, this has enabled closer engagement between trustees and the hubs.

The RCSLT also continued to work in close partnership with members to develop professional guidance, reaching out to specialist advisers and clinical excellence networks regularly; thereby enhancing links to the membership and ensuring that our work is led by members.

Communicating our message to stakeholders

The RCSLT continues to use print and broadcast media and its own growing social media channels to raise wide awareness of the speech and language therapy profession, and the people with communication and swallowing needs who benefit from it.

Our social media posts on Twitter, Instagram and YouTube regularly reach tens of thousands of SLTs, decision makers and members of the public. Throughout the year, we have focused on developing these channels to increase their impact and better engage with our membership. We have also continued to empower members to raise the profile of the profession through our longstanding Giving Voice campaign.

Social media highlights during the past financial year included our celebration of the RCSLT's 75th anniversary. We used our monthly anniversary themes to start discussions with members and also to celebrate their work, for example through our 'Faces of SLT' series on Instagram. The anniversary content offer was a key driver of website engagement, with page views peaking at approximately 6,000 from January through to March. Our media reach is also significant and growing: over the year, we secured more than 500 media mentions across a wide range of print, broadcast and online media channels.

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One driver of our media success was the appointment of veteran broadcaster Nick Hewer as our president in April 2019. Nick has proved to be an exceptional ambassador for the profession, seeking out media opportunities and engaging enthusiastically with members during visits and at our annual awards ceremony. His appearances on ITV's Good Morning Britain, Channel 4's The Steph Show and a range of other national and local media programmes have brought news of speech and language therapy and the RCSLT to millions of households UK-wide.

In 2019, the RCSLT's Voice Box joke competitions in England, Scotland, Wales and Northern Ireland for children in mainstream and special schools helped to raise awareness of the importance of communication and the work of the speech and language therapy profession. More than 6,000 schoolchildren participated at a local level.

During the year, we also worked behind the scenes with BBC Education, providing expert guidance on its campaign on early childhood language development, Tiny Happy People. We supported the campaign launch in July 2020, securing wide exposure in the media and on social media, and an energetic response from members.

Member communications

The RCSLT's member communication channels are an important means of keeping members informed, providing them with a platform and offering opportunities to lead and shape our work.

The monthly print magazine, Bulletin, remains a highly-valued member benefit and, with distribution averaging more than 17,000 members every month, has an almost-global reach across the membership base. A 2019 survey of readers showed that most read Bulletin every month.

The Bulletin is complemented by the RCSLT newsletter. This brings up-to-the-minute news to approximately 16,000 subscribers and continues to be a well-used resource.

The RCSLT's events programme is another crucial part of our engagement with members. Events this year included our flagship RCSLT conference, titled 'Improving Quality', which attracted more than 400 delegates, 135 presenters, 204 abstract submissions and 22 sponsors. Our hub-led stands allowed hub committees to reach out and connect to more members in each region.

An evaluation of the event showed that more than 90% of attendees thought the conference was 'excellent' or 'good', with equally high ratings for the event's relevance and quality of content. Innovations for 2019 included a new conference app, which was well received. The conference trended on Twitter on both days. For those members unable to attend, the conference content was complemented by a series of Bulletin articles and a set of new web pages.

Alongside the conference, we held our annual honours and Giving Voice awards ceremony, which featured special guests, including RCSLT President Nick Hewer and RCSLT Royal Patron Her Royal Highness the Countess of Wessex. The awards are an important opportunity for the profession to

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come together and celebrate the achievements of SLTs, students, multidisciplinary colleagues and service users.

Our online webinar series has also proved to be a popular option for members seeking CPD opportunities, with hundreds joining our live events each month.

Strategic topic: Digital transformation

Strategic objective: Work with members to develop digital services and functionality that meet their needs and supports member engagement.

With the RCSLT's new website and membership database having launched in November 2018, we were able to begin in earnest to transform RCSLT communication and engagement across all areas of our work in 2019. Areas of focus have included developing the CPD Diary, introducing online professional networking tools and refining the overall user experience on the website.

FOCUS AREA: ACTIVE INFLUENCING

Strategic topic: Creating profile and opportunity

Strategic objectives: Be proactive in raising our profile across all mediums; Influence at regional, national and international levels.

Strategic topic: Developing evidence-based policy and resources

Strategic objectives: Gather evidence, engage service users and develop resources to underpin our influencing; respond effectively to policy developments across governments.

Over 2019-2020, we initiated Twitter Takeovers on @GivingVoiceUK. These have enabled members to highlight the work of speech and language therapy in relation to various awareness events. Takeovers to date have included ones on stammering, children and young people's mental health, looked-after children, virtual school heads, and autism.

We also developed factsheets aimed at a general audience to raise awareness of the value of speech and language therapy in relevant areas, including social, emotional and mental health, and upper airway disorders.

We provided the secretariat to the All-Party Parliamentary Group on Speech and Language Difficulties. This included supporting meetings and drafting letters for the group's co-chairs to send to UK government ministers on relevant issues. The impact has been to demonstrate to ministers and officials that there is political support for speech and language needs.

As in previous years, we have been proactive in raising the parliamentary profile of people with communication and swallowing needs, and the professions. This included tabling relevant

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parliamentary questions and in debates, including on the NHS Funding Bill, a Bishop of Gloucester debate on the early years, a debate on educational opportunities of working-class children, the Coronavirus Bill, alternative provision and government policy on knife crime. The impact has been to align speech, language and communication with government priorities.

We worked with the Office of the Children’s Commissioner in England and successfully informed the development of its report on access to speech and language therapy. Upon publication of the report we issued a policy statement and produced resources to support members to influence locally. The RCSLT was quoted in national news stories, and the CEO and members appeared on national television.

RCSLT evidence was quoted in the Education Select Committee’s report on special educational needs and disabilities, which recommended that government should map therapy provision across the country and set out a clear strategy to address the problem.

We secured meetings with NHS England to advocate for the role of SLTs in children and young people’s mental health services.

Our international work included participating in events at the United Nations’ Conference on the Rights of Persons with Disabilities and the triennial congress of the International Association of Logopedists and Phoniatriests.

The centrepiece of our service user work was continuing to develop with partners the Communication Access Symbol for the UK – co-producing e-learning and resources, trialling the symbol and standards with early adopter organisations in a range of sectors, and preparing for a national launch.

In Scotland, the RCSLT worked in partnership with Citizen’s Advice Scotland, Inclusion Scotland and Camphill Scotland to successfully include inclusive communication in Scotland’s new Consumer Act. Partnership with multiple user organisations and augmentative and alternative communication (AAC) users continues to press for Scotland’s AAC Law to realise its full intended potential.

We gave evidence to and otherwise influenced parliament’s Primary Care Inquiry, Youth Justice Action Plan, Independent Care Review and inquiry into secure care. We worked on children’s services funding in local government, preparation for the new Social Security Agency and on joint guidelines with Scottish Care and the Care Inspectorate.

In Wales, the RCSLT worked with the Stroke Association and MS Society, producing written and giving oral evidence at inquiries held by the cross party groups on stroke and neurological conditions.

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In January 2020, after many years of campaigning, the Welsh Government published the draft Speech, Language and Communication (SLC) Delivery Plan 2020-2021. The document explicitly references how the RCSLT has: “worked constructively with the Welsh Government to raise the profile of SLC in the early years and put in place measures to remove the barriers which prevent younger children from progressing with early language acquisition”. Two SLTs on a job-share arrangement have been seconded to the Welsh Government to act as the national speech, language and communication co-ordinator. We provided training to the National Day Nurseries Association as part of the Childcare Works programme and Care Inspectorate Wales to support inspectors to improve their understanding of early language development.

As part of our influencing work around dementia, we called for an allied health professional (AHP) dementia consultant with our AHP colleagues. An SLT was appointed to the role in early 2020.

The first Voice Box competition in Wales attracted television coverage from ITV Wales and S4C. The minister for education gave a speech at the event and the competition was sponsored by the deputy presiding officer and attended by a number of assembly members.

We continued to press for full implementation of the Northern Ireland SLT workforce review.

RCSLT NI secured excellent media coverage in the Belfast Telegraph featuring two male therapists working in NI, promoting speech and language therapy as a career and encouraging more diversity in the profession. For the first time, RCSLT NI also took a stand at the Belfast Careers Fair.

We continued our partnership with the Stroke Association, developing shared messages in briefings to the Northern Ireland Affairs Committee on the Northern Ireland Stroke Strategy. We engaged a range of service user organisations and set up an Early Years Communication Forum to work collaboratively.

The RCSLT gave evidence to the All Party Group on Autism about the role of SLTs. We continue to be part of the Mental Capacity Act implementation regional reference group to influence the development of subordinate legislation, code of practice and training materials, with a specific focus on deprivation of liberty.

RESPONSE TO COVID-19 PANDEMIC AND ONGOING WORK

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As a result of Government directives in response to the COVID-19 crisis, the RCSLT offices closed from close of business on Monday 16 March 2020, and all staff were asked to work from home thereafter.

In the last fortnight of the reporting period there was a period of intense activity, as RCSLT members, many of whom found themselves supporting the emergency on the front line in hospitals, increased their calls for guidance from their professional body.

Working with clinical expert members, service users and other external stakeholders, our work to respond to the pandemic in order to keep members and patients safe, resulted in the generation of guidance at pace. In light of the ongoing situation, this work continues to be responsive to national drivers. Examples of completed work include:

- Developing member guidance on workforce redeployment, personal protective equipment (PPE), reducing the risk of transmission in re-starting services, undertaking higher-risk procedures, telehealth and training.
- Collating and creating training resources for SLTs.
- Disseminating communication inclusive resources and working closely with partners in service user organisations.
- Running a COVID-19 webinar series to share learning and support approaches to patient care and member wellbeing.
- Working on models and specifications for work with COVID-19 patients in intensive care and for step-down, rehab and continuing services.
- Creating data collection tools so that the profession can record outcomes for COVID-19 patients.
- Influencing government and decision-makers in order to protect members and service users.
- Establishing new networks of clinicians who can advise and support other members.
- Creating a new online COVID-19 community where members can share ideas and ask questions.
- Offering free temporary membership to professionals joining the HCPC register temporarily and free online access to non-member students.
- Supporting higher education institutions, students and clinicians to continue to deliver clinical placements and modifying curriculum in response to COVID-19.
- Keeping in constant communication with members through a dedicated online resource hub, newsletter and social media.
- Fast-tracking COVID-related content submissions to the Bulletin magazine in order to share learning.
- Surveying members to understand their support needs.
- Raising the public profile of the profession and its contribution during the pandemic, through the media and social media at both national and regional levels. This included a number of primetime TV news broadcasts, relating to the work of SLTs during the time of COVID-19 and lockdown. The media has been particularly interested to highlight how SLTs are continuing to support service users using teletherapy where social distancing is

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necessary, as well as showcase the unique role they have in rehabilitating patients to speak, eat and drink post COVID-19. The coverage has reached millions of people across the UK and internationally.

We have worked on a number of initiatives to support research and evidence-based practice within the profession during the COVID period. This includes, for example, supporting SLT research projects related to COVID-19, developing webpages to signpost members to COVID-related research resources and publishing regular COVID-related SLT research digests.

With the advent of COVID-19, the guidelines changed focus and pace of delivery, written collaboratively with expert clinicians to ensure patient and clinician safety. We are reviewing and updating these guidelines regularly in line with the changing landscape of the pandemic. Communication and liaison with representatives from all four UK nations has contributed to positive feedback from members and colleagues alike. Published papers written by colleagues – for example on aerosol generating procedures, dysphagia assessment and COVID-19 (April 2020) – have been internationally recognised. Working practices have rapidly changed in light of the pandemic and the RCSLT is continuing to support members to identify solutions in the context of the ongoing challenges in the delivery of services and access for service users.

We worked extensively to raise the profile of the need for PPE for SLTs, including through letters to the secretary of state for health and social care, and through parliamentary debates and questions in both the House of Commons and the House of Lords.

We produced a policy statement on ‘Better lives for people with communication and swallowing needs’ highlighting the future need for speech and language therapy services.

As a result of changes to SLT service delivery during the COVID crisis we developed the COVID-19 data collection tool. We also developed, sent out and analysed a survey to members about the impact of the COVID-19 pandemic on the speech and language therapy profession and provision of services. The report detailing our findings can be found here: <https://www.rcslt.org/learning/covid-19/rcslt-covid-19-survey>

The impact of COVID-19 on universities and students has been significant for students and staff alike. They had to very quickly create online learning, deal with cancelled placements, reassure students and enable them to complete the academic year wherever possible. In addition, governments across the nations called on students where able to join the workforce and help manage the pandemic. We worked closely with Health Education England and with governments in the nations to ensure messages were received and to clarify shifting priorities and questions that arose in an unprecedented manner.

Working with colleagues from the British Dietetic Association, the Royal College of Occupational Therapists, the British and Irish Orthoptic Society, and the Society of Radiographers we urged the

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government to use the opportunity of the Medicines and Medical Devices Bill and the COVID-19 pandemic to extend prescribing rights.

In June 2020, we issued a statement about Black Lives Matter (BLM) and committed to a number of actions in support. A further meeting with members on BLM has resulted in the identification of a number of work streams.

In addition to the RCSLT's primary aim of supporting our members, the RCSLT staff also found themselves in unfamiliar and in some cases, uncomfortable territory of having to fulfil as many of their normal functions as possible from home. Fortunately, in the majority of cases, staff were already able to access the office IT systems remotely and where necessary were provided with extra equipment and improved connectivity. A steep learning curve for all has been the use of video-conferencing. The first remote Board meeting was held by video conference on 24 March 2020 and was judged to be successful, albeit with a curtailed agenda. Since then, other Board and committee meetings have continued uninterrupted using video-conferencing.

In the period of this report we had yet to learn the full impact of the lockdown on the longer-term operations of the RCSLT, but the senior management team had already started to consider appropriate risk strategies and the key risks are shown in the risk statement below. As events unfold through the next reporting period, the trustees and senior management will be considering the impact of the crisis on the Strategic Plan, the RCSLT's support to its members and staff.

RISK STATEMENT

The RCSLT has a robust risk management framework. Major risks to which the RCSLT is exposed are contained in a separate risk register, which is informed by the Strategic Plan. The current highest-level risks are shown in the table below:

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Table two: Higher-level risks to the RCSLT (those risks with a mitigated risk score of 8 or above in accordance with the risk management framework, which are borderline risk appetite or greater, and which require reporting to committees and Board)

Risk	Mitigation
The RCSLT's digital strategy could fail in its aim of supporting members in their professional lives.	Ongoing monitoring by the senior management team; regular review of member feedback; regular reports to the Board from the lay trustee for digital.
Poor performance of investment assets due to external factors could lead to actual losses if investments needed to be realised.	Monthly reports to management, ongoing monitoring by Epoch (investment advisers) with quarterly reports to the Finance and Resources Committee and Board. Regular review of investment strategy to ensure that it fits with long-term goals of the charity and that risk capacity is appropriate.
Trading income and investment income fall as a result of COVID-19.	Ongoing monitoring of income and regular budget review.
Changes to service and employment patterns could impact on the number of SLTs and membership of the RCSLT.	Continued emphasis on influencing and support for members.
The RCSLT suffers some emergency or catastrophic event that either denies access to its premises or compromises its data or otherwise affects its operations. (Access to premises has been denied since mid-March 2019 due to COVID-19, resulting in operation of our business continuity plan).	Identification of a range of emergency scenarios; planning of immediate responses and follow-up actions; testing of the plan.
There is a risk that hubs may not perform as a vehicle for member engagement across the UK as intended.	Regular support to lead hub members; dedicated staffing; development of a wider member engagement strategy, informed by member research.

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The RCSLT senior management team reviews the risk register monthly; all project working groups and steering committees maintain their own risk registers and the highest-level risks from those registers are included in the main risk register. The Finance and Resources Committee and the Professional Practice and Policy Committee further review their own risk registers at their regular meetings. The Board reviews all risks that are owned by the Board quarterly, and signs off the whole risk register annually. In response to COVID, a separate section in the risk register has been established, which addresses the identified main risks of impact on finances and investments, member numbers, reputation (in terms of the RCSLT's response to members during the crisis), IT and security issues, and staff health and welfare, particularly in regard to long-term working from home. The Board is satisfied that appropriate controls are in place to manage risks.

FINANCIAL REVIEW

The overall aim of RCSLT's financial strategy is to maintain a sound financial base to support the resourcing of the organisation and deliver its mission. Specifically, the aim is to maintain long-term financial viability in order to achieve the objectives in the Strategic Plan.

The overarching financial objectives approved by the Board and performance against them in 2019-2020 were as shown below.

Objective	Performance
To ensure that the organisation has financial models which support strategic goals.	Achieved: There is a rigorous budget setting and monitoring process through appropriate governance systems and good management of investments.
That funds and reserves are invested prudently (low to medium risk).	Achieved: Ongoing monitoring of the portfolios by the investment adviser.
70% of income to be generated from long-term sources.	Achieved: Membership subscription income – 80% (2019: 81%).
To achieve a ratio of fixed costs to long-term income of no greater than 1:1.	The approved budget for 2019-2020 allowed for a temporary breach of this target to 1.06:1.00. Not achieved: 1.09:1.0 (2019: 0.90:1.0) due to accelerated amortisation of digital development costs as approved by the Board.
To generate an annual surplus before investment gains/losses of between 2-4% of income.	The approved budget for 2019-2020 allowed for the temporary breach of this target to a deficit of 16%. Achieved: Net deficit of 16% of income (2019: net deficit of 5% of income).

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To maintain free reserves which represent 6-10 months of anticipated operating costs.	Achieved: 9.2 months of anticipated operating costs (2019: 9.8 months).
Maintain minimum cash days in hand of 30 days' anticipated operating expenses (or 1.5x the monthly anticipated operating outgoings).	Achieved: 50 days (2019: 99 cash days in hand). Cash in hand includes monies held in instant access deposit accounts. Excluding these balances, cash days in hand would be 8 days (2019: 31 days). <i>(Note: this is a snapshot as at balance sheet date – throughout the FY, 30 days or more cash was kept in hand)</i>

Financial performance for the year

The financial position for the year ended 31 March 2020 was a consolidated planned net deficit of £852,000 (2019 net deficit £166,000). The deficit arose due to planned spending of £626,000 on a range of projects in support of our charitable objects and a loss of £44,000 on investment activities.

The RCSLT reported income of £4.8 million in 2019-2020, an increase of 5% on the income of £4.6 million in 2018-2019.

Membership income of £3.9 million (2019 £3.7 million) is the principal funding source for the charity accounting for 80% of total income. Average numbers of practising members increased by 2.2%. This income is used to support the core activities of the charity. Additional income is earned from commercial activities and investments and this is used to fund major projects.

Expenditure in 2019-2020 amounted to £5.6 million, an increase of 15% on expenditure of £4.8 million in 2018-2019. The increase is attributable to a number of factors including higher staffing costs and the accelerated amortisation of digital development spend.

Expenditure on raising funds amounted to £0.6 million. £0.5 million of this relates to the cost of commercial trading operations with a further £0.1 million attributable to investment management fees and costs associated with the hiring out of the RCSLT's London-based meeting rooms. The RCSLT does not engage in any public fundraising activities.

Financial position at 31 March 2020

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At 31 March 2020, the RCSLT had net assets of £8.7 million, a decrease of £0.9 million from the position at 31 March 2019.

Overall tangible and intangible fixed assets have decreased by £0.2 million with spend of £0.1 million on digital development offset by depreciation of tangible assets and amortisation of intangible assets totalling £0.3 million.

Investments had decreased by £0.2 million reflecting significant falls in all markets in the last quarter of 2019-2020 due to the economic impact of the COVID-19 pandemic. Since the year-end markets have recovered and a Quarter 1 recovery of £0.3 million has been recorded.

Cash balances had decreased by £0.4 million reflecting spend of £0.1 million on digital development and the cash impact of the deficit on operating activities of £0.3 million.

Financial impact of COVID-19

Following the declaration of the global pandemic due to COVID-19 in March 2020 the Board of Trustees has carefully considered the impact on its finances both for the short term and medium term. It is anticipated that certain income streams will be affected but the financial impact of any reductions will be mitigated by cost savings. Overall reserves are expected to remain within agreed target levels for the foreseeable future.

Reserves policy

The Board of Trustees has agreed an overall reserves policy encompassing restricted funds and unrestricted funds. Unrestricted funds are further divided into designated funds, revaluation reserve and general funds. Restricted funds represent those monies given to the charity for a particular purpose and were not available for the general purpose of the charity. Designated funds represent those funds set aside for major projects which do not form part of the day-to-day activities of the charity. The revaluation reserve reflects the net gains on investments and freehold property. The balance will be reduced by any subsequent loss on investments and freehold property, and the depreciation on freehold property attributable to the revalued amount.

The Board of Trustees has agreed a reserves policy whereby free reserves representing 6-10 months of anticipated operating costs must be held. Free reserves are those assets held in the form of cash or investments after taking account of any restricted or designated funds. The Board believes that in the unlikely event of a winding up of the charity the equivalent of 6-10 months of operating costs would be sufficient to allow the charity to meet its obligations to its members, staff and other creditors.

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The level of reserves required is reviewed annually by the Board of Trustees and informs the fee setting process and preparation of the annual budget. The required and forecast levels of reserves are submitted to the Board for approval via the Finance and Resources Committee.

The total charity reserves at 31 March 2020 were £8.7 million (2019 £9.6 million) of which £0.2 million (2019 £0.2 million) related to restricted funds and to the reserves of CSLT (Trading) Ltd and were not available for the general purpose of the charity. Note 18 of the accounts shows the various restricted funds or reserves by type and summarises the year's movements on each fund.

A further £0.4 million (2019 £0.8 million) of reserves have been designated for key projects. Note 19 shows the various funds or reserves by type and summarises the year's movements on each fund.

Other unrestricted funds amounted to £8.1 million (2019 £8.6 million). After taking account of tangible and intangible fixed assets of £5.0 million (2019 £5.2 million) the charity considers it has reserves of £3.1 million (2019 £3.4 million) which were considered to be free reserves (i.e. not earmarked for particular purposes or represented by fixed assets). The level of free reserves represents 9.2 months' (2019 9.8 months') anticipated operating costs and is within the target range of 6-10 months; these funds will enable the long-term funding of projects in line with the implementation of the strategic plan.

Investment policy and performance

The Board approved a statement of investment principles and supporting investment policies, with the overall aim to generate a regular income of approximately 3% p.a. net of fees while preserving capital in real terms. The Board approved an ethical investment policy seeking constructive engagement with the corporate world with negative screening for investments in the tobacco, alcoholic drinks and armaments industries. The investment portfolio is divided into three sub-components, comprising a short-term cash portfolio, a medium-term low volatility portfolio and a long-term growth portfolio. The overall risk profile is "cautious to balanced" although the individual sub-components vary in risk when viewed in isolation. Based on the assessment of long-term strategic plans in 2015 the Board approved the split of the overall portfolio between a long-term growth portfolio of approximately £2.0 million and a medium-term low volatility portfolio of approximately £1.0 million. Both portfolios are managed by Waverton Investment Managers Limited.

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Realised losses on the disposal of investments were £0.0 million compared to a loss of £0.1 million in 2018-2019, while an unrealised loss of £0.1 million was achieved compared to unrealised gains of £0.2 million in 2018-2019.

LEGAL AND ADMINISTRATIVE INFORMATION

The Charity is known as the Royal College of Speech and Language Therapists (the RCSLT); registered number 273724. It is a registered charity in Scotland, registered number SC041191. The RCSLT is also a company limited by guarantee, registered number 518344, 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 at an EGM on 5 December 2019, govern the RCSLT. It has a trading arm, known as CSLT Trading Ltd; registered number 0268820.

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 SLTs in the UK. It facilitates and promotes research into the field of speech and language therapy, promotes better education and training of SLTs and provides information for members and the public about speech and language therapy.

Patron	HRH The Countess of Wessex
President	Nick Hewer
Honorary Life Vice President	Lord Ramsbotham
Honorary Vice Presidents	Lord Shinkwin John Bercow
Registered Office	2 White Hart Yard London SE1 1NX
Auditors	Haysmacintyre LLP 10 Queen Street Place London EC4R 1AG
Bankers	National Westminster Bank

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	Liverpool Street Station 216 Bishopsgate London EC2M 4QB
Solicitors	Camerons Solicitors LLP 27A Harley Place London W1G 8LZ
Investment Managers	Waverton Investment Management Ltd 21 St James's Square London SW1Y 4HB
Investment Advisors	Epoch Consulting Queen Square House Queen Square Place Bath BA1 2LL
Membership and Information	020 7378 3008/3009
Switchboard	020 7378 1200

GOVERNANCE STRUCTURE

The Board of Trustees (the Board) is the highest governing body of the RCSLT. There were four (now three) subordinate governing committees: the Finance and Resources Committee, Professional Practice and Policy Committee, Digital Strategy Oversight Committee (formally disbanded on 24 March 2020) and the Honours Committee.

In addition, hub forums, whose purpose is to engage with members in each UK country, advise the Board, but are not governing committees. (See below for more details on committees and hubs).

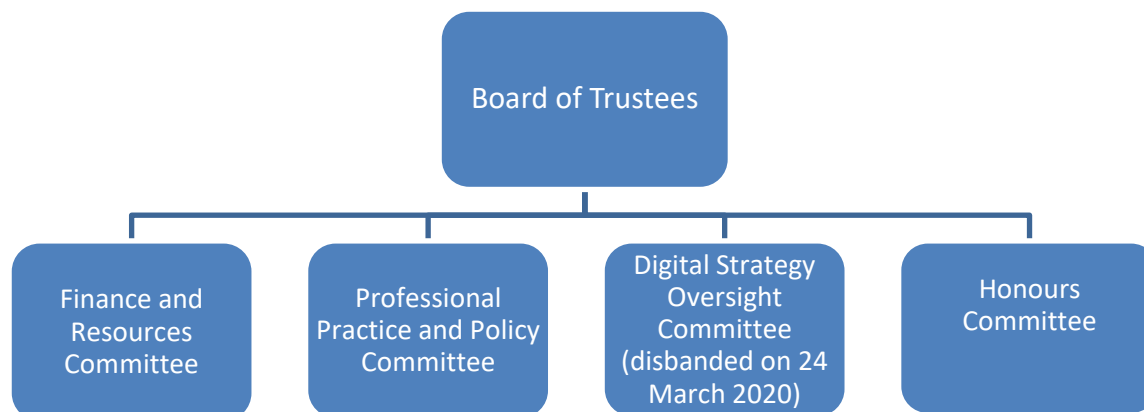
The trustees are also the legal directors of the company and their role is primarily to ensure good governance of the organisation. They also provide appropriate representation of the views of

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members at a strategic level on the Board and take account of the financial and business implications of any decisions they make. The trustees conduct regular horizon scanning and have a comprehensive three-year strategic plan containing high-level objectives, which is kept under regular review at each Board meeting. The role of the chief executive and staff members is to implement these objectives. The governance structure is shown below.



Board of Trustees

Currently 16 trustees make up the Board. The role of the Board is to:

- Give strategic direction to the RCSLT.
- Set the organisation's values and standards.
- Ensure compliance with its governing documents and relevant legislation.
- Ensure that the RCSLT pursues its objectives as defined in its governing document.
- Ensure that the RCSLT is a responsive and supportive organisation that promotes member and user engagement.
- Ensure that the RCSLT applies its resources exclusively in pursuance of its objects.
- Ensure that there is an appropriate scheme of delegation to its sub-committees and senior management team.
- Be collectively responsible for adding value to the organisation.
- Provide active leadership.
- Safeguard the RCSLT's assets.
- Promote diversity and equality.

The committees report to the Board. The CEO and senior managers attend the Board to provide input as necessary. The Board meets four times per year.

During FY 2019-2020, the Board members were:

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Dr Della Money – Chair

Ms Mary Heritage – Deputy Chair (and Chair, Professional Practice and Policy Committee to 25 September 2019)

Ms Lesley Cavalli – General Trustee (and Chair, Professional Practice and Policy Committee from 25 September 2019)

Mr Richard Fass – Honorary Treasurer (to 9 December 2019)

Mrs Ann Whitehorn – General Trustee (and Acting Honorary Treasurer from 10 December 2019)

Ms Helen Rae – Country Representative for England (to 20 September 2019)

Mrs Andrea Robinson – Country Representative for England (North) (from 16 January 2020)

Ms Viki Baker – Country Representative for England (South) (from 25 September 2019)

Mrs Catherine Dunnet – Country Representative for Scotland (to 25 September 2019)

Mrs Pauline Downie – Country Representative for Scotland (from 25 September 2019)

Ms Rosalind Kyle – Country Representative for Northern Ireland

Mrs Christine Dowle – Country Representative for Wales

Dr Rebecca Palmer – Trustee for Research

Mrs Maggie Cooper – General Trustee (to 25 September 2019)

Mrs Catherine Dunnet – General Trustee (from 25 September 2019)

Professor Caroline Pickstone – General Trustee

Ms Angela Shimada – General Trustee (from 25 September 2019)

Ms Frances Johnstone – General Trustee (from 25 September 2019)

Ms Leasil Burrow – Lay Member (HR/OD)

Mr John Humphrey – Lay Member (digital)

Appointment of members of the Board of Trustees

Nominations for trustees are sought by advertisement. Candidates are required to complete a skills matrix and have a telephone interview with the chair or deputy chair prior to being nominated, to ensure candidates fully understand the role and responsibilities of a trustee prior to election/appointment. Lay members and nominees for deputy chair have a formal interview. The trustees' terms of office (with the exception of the chair/deputy chair) are three years, with the option to stand for re-election for a further three years. The chair/deputy chairs' terms of office are two years in each role. The Articles allow for an appointed honorary treasurer and other members as the Board of Trustees requires. They also provide for co-opted lay members, with or without voting rights. In addition, the Articles require the approval of members at annual general meeting in the case of a trustee being appointed unopposed.

Trustees newly elected to the Board of Trustees during the period received 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

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are also invited to attend a formal induction day at which they receive briefings on general governance matters and a separate half-day on finances and investments. They are normally invited to attend a Board of Trustees meeting as observers prior to them taking up their duties. Specific training is provided if required. Trustee development and training is a continuing theme being carried forward by the Board of Trustees into 2020-2021.

Committee structure

Finance and Resources Committee (FRC)

The FRC is responsible to the Board for overseeing all matters of finance, investments, contracting and tendering, risk management (FRC elements), HR, buildings and facilities, membership administration and heritage work. It has delegated powers up to approved limits to commit expenditure, invest assets and approve policies, and makes recommendations to the Board for other matters as set out in the Board's scheme of delegation. It meets four times a year.

Professional Practice and Policy Committee (PPPC)

The PPPC considers and makes recommendations upon matters relating to professional practice, standards, policy and public affairs, and ensures that the perspective of members and service users in the four UK nations is taken into account, in the development and pursuit of the strategic aims and objectives of the RCSLT and in supporting the Board.

The PPPC debates current and future cross-cutting issues in sufficient depth to inform policy decisions by the Board. In the process of consideration, discussion and debate, the PPPC consults with other RCSLT committees and groups and with the wider membership. It meets three times a year.

Digital Strategy Oversight Committee (DSOC) (disbanded on 24 March 2020)

The DSOC met monthly and was comprised of three trustees and an expert RCSLT member. Its role was to oversee the development and implementation of the RCSLT's digital strategy at a high level, ensuring the best member digital experience. The Committee was disbanded on 24 March, with digital issues being subsumed into the main Board agendas.

Honours committee

The Honours Committee meets once a year and makes recommendations to the Board regarding awards, fellowships, honorary fellowships and suggestions for national honours. This year, four fellowships and two honorary fellowships were awarded.

RCSLT hubs

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The RCSLT has established 14 hubs across the UK. There are 10 RCSLT hubs in England, and Northern Ireland, Scotland and Wales are each in themselves RCSLT hubs. The Isle of Man and Channel Islands have also formed a hub. A member from each of the hubs in England sits on the RCSLT Hub Forum England to ensure joined up working across the hubs. They are a means for the RCSLT to ensure close communication with our members. The RCSLT hubs are one means to engage more closely with members, which is key to successful delivery of the RCSLT's strategic objectives. The RCSLT hubs can support:

- Two-way engagement and action between RCSLT and all areas of the membership.
- Sustainable partnerships and communication between members at a local level.
- Development and promotion of innovation, research and best practice.

RCSLT hub forums

The RCSLT's regional and national hubs are supported by four hub forums, one for each UK nation. These are charged with developing the hub network and acting as a two-way channel of communication between the Board and the wider membership.

The RCSLT executive

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 White Hart Yard in London, which is the central point for information and resources. The head of country officers for Northern Ireland and Scotland and the country policy officer for Wales are based in the countries they represent.

Senior management team

Chief Executive/Professional Director – Kamini Gadhok MBE

Director of Performance and Contracts and Company Secretary – Brian Gopsill

Director of Policy and Public Affairs – Derek Munn

Head of Professional Development – Dominique Lowenthal (to 31 May 2019)

Director of Finance and Membership – Karen Willis

Head of Events and Marketing – Sarah Matthews (to 8 April 2019)

Director of Engagement and Communications – Rachel Purkett (from 19 September 2019)

Director of Professional Development – Judith Broll (from 4 November 2019)

Statement of policy on remuneration for key management personnel

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The policy of the Board is to report the remuneration of trustees, CEO and the senior management team. The trustees are not remunerated; the employers of the chair and the deputy chair in her/his second year of office are remunerated under contract to take account of the considerable time commitment of the chair and deputy chair to the charity. The senior management team is remunerated according to a fixed-salary scale, with the exception of the CEO, whose salary is determined upon successful performance as measured by key indicators.

Relationships between the RCSLT and related parties

The RCSLT is a member of the Allied Health Professions Federation (AHPF). The aim of this relationship is to bring together organisations to add value and maximise impact by working jointly and influencing on issues of common concern. The RCSLT is a partner in the International Communication Project and in 2019 we attended the triennial congress of the International Association of Logopedists and Phoniatrists. The RCSLT works with a range of other partners and stakeholders across research, health, education, social care and justice sectors in the pursuit of its charitable objectives. This includes a range of charities, as well as other sector organisations such as the Health and Care Professions Council and Unite the Union. The RCSLT also develops working relationships with civil servants in order to influence government policy relating to the development of services to people with communication and swallowing needs, and the future of the profession in providing these services.

Statement of responsibilities of the Board

Company law requires the trustees (who are the directors of the company for the purposes of the Companies Act 2006 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 trustees 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.

Trustees 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 2006. They are also responsible

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for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement on public benefit

The trustees consider that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission in reviewing the RCSLT's activities and in planning its future priorities. The public benefits resulting from the activities of the RCSLT are various, from the benefits that members receive from being part of a group promoting best practice and sharing experiences of speech and language therapy, to the beneficiaries of those therapists in improved understanding and delivery of their work. We also seek to inform policy in the UK, ensuring the widest possible benefits to all.

The various aspects of public benefit are contained within the sections above on the focus areas of the RCSLT and our upcoming work in each of those areas.

Indemnity provisions

Qualifying third party indemnity provisions are in force for the directors throughout the year and remain in force. Under the RCSLT's policy, qualifying third party indemnity provisions are also in force currently and throughout the year for the directors of the fully owned subsidiary, CSLT (Trading) Ltd.

Application of the Charity Governance Code

The trustees are committed to the principles of the Charity Governance Code in the ongoing governance of the RCSLT and the development of the Board of Trustees.

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:

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A handwritten signature in black ink, appearing to read 'Della Money', with a long horizontal flourish extending to the right.

Dr Della Money PhD; BSc (Hons); FRCSLT; CertMRCSLT

Chair of the Board, on behalf of the trustees

Date: 6 October 2020

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INDEPENDENT AUDITOR'S REPORT

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

Opinion

We have audited the financial statements of The Royal College of Speech and Language Therapists for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheet, the Consolidated Cash Flow Statement, and notes to the financial statements including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 24, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the

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INDEPENDENT AUDITOR'S REPORT

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trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

INDEPENDENT AUDITOR'S REPORT

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

- the information given in the Trustees' Report (which incorporates the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included in the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the directors' report).

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

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

Use of our report

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



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors
06 October 2020

10 Queen Street Place
London
EC4R 1AG

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an Income and Expenditure account)

FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted General Funds £'000	Unrestricted Designated Funds £'000	Restricted Funds £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Income and endowments						
Donations and legacies		-	-	-	-	6
Charitable activities	3	4,020	-	50	4,070	3,854
Other trading activities	4	663	-	-	663	639
Investments	6	77	-	-	77	71
Total income and endowments		<u>4,760</u>	<u>-</u>	<u>50</u>	<u>4,810</u>	<u>4,570</u>
Expenditure						
Raising funds	7	612	-	-	612	570
Charitable activities	8	4,277	615	60	4,952	4,245
Total expenditure		<u>4,889</u>	<u>615</u>	<u>60</u>	<u>5,564</u>	<u>4,815</u>
Net income/(expenditure) before gains/(losses) on investments		(129)	(615)	(10)	(754)	(245)
Net gains/(losses) on investments	15	(98)	-	-	(98)	79
Net income/(expenditure) before transfers		<u>(227)</u>	<u>(615)</u>	<u>(10)</u>	<u>(852)</u>	<u>(166)</u>
Transfers between funds		(250)	250	-	-	-
Net movement in funds		<u>(477)</u>	<u>(365)</u>	<u>(10)</u>	<u>(852)</u>	<u>(166)</u>
Fund balances brought forward		8,713	779	97	9,589	9,755
Fund balances carried forward		<u>8,236</u>	<u>414</u>	<u>87</u>	<u>8,737</u>	<u>9,589</u>
		(Note 19)	(Note 19)	(Note 18)		(Note 27)

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

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

BALANCE SHEET AT 31 MARCH 2020

	Note	Group		Charity	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
Fixed assets					
Tangible fixed assets	13	4,699	4,750	4,699	4,750
Intangible fixed assets	14	334	502	334	502
Investments	15	2,984	3,109	2,984	3,109
		<u>8,017</u>	<u>8,361</u>	<u>8,017</u>	<u>8,361</u>
Current assets					
Stock of goods for resale		12	6	12	6
Debtors	16	405	482	476	450
Cash at bank and in hand		468	476	89	345
Short-term deposits		322	768	468	768
		<u>1,207</u>	<u>1,732</u>	<u>1,045</u>	<u>1,569</u>
Creditors: amounts falling due within one year	17	<u>(487)</u>	<u>(504)</u>	<u>(383)</u>	<u>(411)</u>
Net current assets		<u>720</u>	<u>1,228</u>	<u>662</u>	<u>1,158</u>
Net assets		<u>8,737</u>	<u>9,589</u>	<u>8,679</u>	<u>9,519</u>
RESERVES					
Restricted funds	18	87	97	87	97
Unrestricted funds	19				
Designated funds		414	779	414	779
Other unrestricted funds					
General funds		5,203	5,639	5,203	5,639
Revaluation reserve - property		2,975	3,004	2,975	3,004
Non charitable trading funds		58	70	-	-
		<u>8,737</u>	<u>9,589</u>	<u>8,679</u>	<u>9,519</u>

The result of the parent Charity for the year was a deficit £840,000 (2019: deficit £98,000).

The financial statements were approved and authorised for issue by the Board on and were signed 6 October 2020 below on its behalf by:



Dr Della Money PhD; BSc (Hons); FRCSLT; Cert MRCSLT
Chair



Ann Whitehorn MRCSLT
Hon. Treasurer

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

CONSOLIDATED STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 31 MARCH 2020

	Note	Total 2020 £'000	Total 2019 £'000
Operating activities	22	(446)	(349)
Investing activities			
Dividends and interest received		82	56
Purchase of tangible fixed assets		(13)	(1)
Purchase of intangible fixed assets		(77)	(255)
Net cash provided/(used) in investing activities		(8)	(200)
Change in cash and cash equivalents in the year		(454)	(549)
Cash and cash equivalents at the beginning of the year	23	1,244	1,793
Cash and cash equivalents at the end of the year	23	790	1,244

No separate cashflow statement has been prepared for the Charity alone as permitted by section 1 of FRS102.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared under the historical cost convention, with the exceptions of investments and freehold land and buildings, which are included at market value. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) Second Edition, the Financial Reporting Standard applicable in the UK and Ireland (FRS102) and the Companies Act 2006.

Preparation of accounts on a going concern basis

The Charity reported a cash outflow for the year of £556,000 for the charity and £454,000 on a group basis. The Charity holds free reserves after designating funds for projects, in the form of cash and investments, equivalent to 9.2 months' operating costs. After having considered future income and expenditure and cash flow forecasts the trustees are of the view that the Charity is a going concern.

Group financial statements

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the Charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the Charity alone as permitted by section 408 of the Companies Act 2006.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds are unrestricted funds which have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The aim and use of each restricted fund is set out in the notes to the financial statements.

1. ACCOUNTING POLICIES (continued)

Income

Income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable and the amount can be quantified with reasonable accuracy.

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

Donations and grants, including capital grants, are included in income when these are receivable unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases the amount received is treated as deferred income. Donations and grants for particular purposes are included in income as restricted funds.

Royalties are included in income on an accruals basis.

Expenditure

Expenditure is included in the SOFA on an accruals basis. Expenditure attributable to more than one activity is apportioned across cost categories on the basis of the estimated time spent by staff on those activities.

Cost of raising funds is those costs relating to the generation of income and include costs related to the commercial trading activity and the management of investments.

Costs of charitable activities are those costs relating to the activities carried out to meet the objectives of the organisation. These include both directly attributable costs and apportioned support costs.

Support costs relate to those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include administrative support, finance, personnel, general administrative and IT support, premises and governance and are apportioned on a basis considered appropriate to the underlying activities. The bases on which costs have been allocated are set out in note 9.

Pension costs

The company makes payments to a defined contribution pension scheme on behalf of all eligible employees. The cost of contributions for the year is shown in note 10. Contributions totalling £nil were outstanding at the end of the year (2018: £nil).

Operating leases

The company classifies the lease of printing equipment and short-term accommodation as operating leases. Title to the printing equipment remains with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES (continued)

Financial instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities such as trade and other accounts receivable and payable.

Debt instruments that are payable or receivable within one year, being trade and other payables and trade and other receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received.

Financial assets that are measured at cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the SOFA. Any impairment loss is measured as the difference between an asset's carrying amount and recoverable amount.

Stocks

Stock is valued at the lower of cost and net realisable value after making due allowance for obsolete or slow moving items.

Tangible fixed assets

Individual tangible fixed assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are depreciated at rates calculated to write off the cost of each asset over its anticipated useful life at the following rates:

Freehold building	2% per annum
Computer equipment	25% per annum
Office furniture and equipment	20% per annum

Assets under development or construction are not depreciated until brought into operational use.

Freehold land and buildings are recognised at a valuation arrived at by an external valuer in accordance with the guidelines issued by the Royal Institution of Chartered Surveyors. Properties are revalued on a five-year basis.

The freehold land and buildings at White Hart Yard were revalued by BGW McDaniel, a commercial property consultancy company, as at 31 March 2016 on the basis of open market value.

All upward revaluation adjustments are held in the revaluation reserve. Downward revaluation adjustments as a result of consumption of economic benefits are charged to the SOFA. Other downwards revaluations are taken to the revaluation reserve to the extent of previous upwards revaluations and thereafter charged to the SOFA.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES (continued)

Intangible fixed assets

Individual intangible fixed assets costing more than £1,000 are capitalised at cost.

Intangible fixed assets are depreciated at rates calculated to write off the cost of each asset over its anticipated useful life at the following rate:

Software development 33.3% per annum

Assets under development or construction are not depreciated until brought into operational use.

Investments

Investments are included at market value at the year end.

2. COMPANY STATUS

The Charity is a company limited by guarantee. The members of the company are the members of RCSLT. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the RCSLT.

3. CHARITABLE ACTIVITIES

	2020 £'000	2019 £'000
Subscriptions	3,853	3,702
Services to Federation of Allied Health Professional Bodies	82	79
Events	81	6
Grants received	50	64
Sundry income	4	3
	<hr/>	<hr/>
	4,070	3,854
	<hr/> <hr/>	<hr/> <hr/>

4. OTHER TRADING ACTIVITIES

	2020 £'000	2019 £'000
Commercial trading operations	599	586
Corporate membership (universities)	13	13
Hire of premises	51	40
	<hr/>	<hr/>
	663	639
	<hr/> <hr/>	<hr/> <hr/>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

5. COMMERCIAL TRADING OPERATIONS

The wholly owned trading subsidiary CSLT (Trading) Limited, which is incorporated in England and Wales, pays all its profits to the Charity by gift aid. CSLT (Trading) Limited publishes the Bulletin on behalf of the RCSLT, runs its biennial conference and receives royalties in respect of publications.

The Charity owns the entire issued share capital of 2 ordinary shares of £1 each. A summary of the trading results is shown below.

Summary Profit and loss account	2020	2019
	£'000	£'000
Turnover		
Advertising	301	331
Royalties	242	236
Sponsorship Income	56	19
	<hr/>	<hr/>
	599	586
	<hr/>	<hr/>
Cost of sales		
Bulletin	333	339
International Journal of Language and Communication Disorders	134	122
	<hr/>	<hr/>
	467	461
	<hr/>	<hr/>
Gross Profit	132	125
Administration expenses	(2)	(2)
Interest payable	-	-
	<hr/>	<hr/>
Net profit before transfers to Charity	130	123
Payments to Charity for staff costs and overheads attributable to CSLT (Trading) Limited	(77)	(58)
Amount gifted to Charity	(65)	(133)
	<hr/>	<hr/>
Movement in equity	(12)	(68)
	<hr/> <hr/>	<hr/> <hr/>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

5. COMMERCIAL TRADING OPERATIONS (continued)

	2020 £'000	2019 £'000
The assets and liabilities of the subsidiary were:		
Current assets	349	255
Creditors: amounts falling due within one year	(291)	(185)
	<u>58</u>	<u>70</u>
Total net assets	<u><u>58</u></u>	<u><u>70</u></u>
Represented by:		
Aggregate share capital and reserves		-
Retained profit in the subsidiary	58	70
	<u>58</u>	<u>70</u>
Aggregate share capital and reserves	<u><u>58</u></u>	<u><u>70</u></u>
Administration expenses		
Administration expenses include:		
Audit fees – current year	1	1
	<u>1</u>	<u>1</u>

The administration expenses are included in costs of generating funds in the Consolidated Statement of Financial Activities.

6. INVESTMENTS

	2020 £'000	2019 £'000
Quoted investments	71	66
Short-term deposits	5	4
Bank interest	1	1
	<u>77</u>	<u>71</u>
	<u><u>77</u></u>	<u><u>71</u></u>

7. RAISING FUNDS

Costs incurred in raising funds were:

	Activities undertaken directly £'000	Support Costs £'000	2020 £'000
Investment management fees	22	16	38
Hire of premises costs	11	9	20
Sundry trading	4	4	8
Commercial trading operations	469	77	546
	<u>506</u>	<u>106</u>	<u>612</u>
	<u><u>506</u></u>	<u><u>106</u></u>	<u><u>612</u></u>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

7. RAISING FUNDS (continued)

Comparative figures were:

	Activities undertaken directly £'000	Support Costs £'000	2019 £'000
Investment management fees	18	16	34
Hire of premises costs	5	5	10
Sundry trading	3	2	5
Commercial trading operations	463	58	521
	<u>489</u>	<u>81</u>	<u>570</u>

8. CHARITABLE ACTIVITIES

	Activities undertaken directly £'000	Support Costs £'000	2020 £'000
Supporting high-quality services to members to promote best outcomes for service users	691	2,229	2,920
Influencing policy and information	234	1,798	2,032
	<u>925</u>	<u>4,027</u>	<u>4,952</u>

Comparative figures were:

	Activities undertaken directly £'000	Support Costs £'000	2019 £'000
Supporting high-quality services to members to promote best outcomes for service users	692	1,802	2,494
Influencing policy and information	225	1,526	1,751
	<u>917</u>	<u>3,328</u>	<u>4,245</u>

Supporting high-quality services to members to promote best outcomes for service users includes costs relating to strategic plan focus area “quality practice” and an element of costs associated with focus area “innovative organisation”.

Influencing policy and information includes costs relating to strategic plan focus area “active influencing” and an element of costs associated with focus area “innovative organisation”.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

9. ANALYSIS OF SUPPORT COSTS

			Supporting high-quality services to members to promote best outcomes for service users	Influencing policy and information	2020
	Basis of allocation	Raising Funds £'000	£'000	n £'000	£'000
Direct staff costs	Allocated on time	50	970	784	1,804
Indirect staff costs	Pro-rata to direct staff FTE	18	365	304	687
Staff related costs	Pro-rata to staff costs	4	75	59	138
General admin costs	Pro-rata to staff costs	3	66	53	122
Premises	Pro-rata to staff costs	3	57	46	106
IT support costs	Pro-rata to staff costs	8	157	124	289
Digital development	Pro-rata to staff costs	-	145	116	261
Finance	Pro-rata to staff costs	18	353	279	650
Governance	Pro-rata to staff costs	2	41	33	76
		<u>106</u>	<u>2,229</u>	<u>1,798</u>	<u>4,133</u>

Comparative figures were:

			Supporting high-quality services to members to promote best outcomes for service users	Influencing policy and information	2019
	Basis of allocation	Raising Funds £'000	£'000	n £'000	£'000
Direct staff costs	Allocated on time	40	768	663	1,471
Indirect staff costs	Pro-rata to direct staff FTE	16	373	295	684
Staff related costs	Pro-rata to staff costs	2	31	27	60
General admin costs	Pro-rata to staff costs	2	46	40	88
Premises	Pro-rata to staff costs	3	57	48	108
IT support costs	Pro-rata to staff costs	5	84	73	162
Digital development	Pro-rata to staff costs	-	211	181	392
Finance	Pro-rata to staff costs	11	186	160	357
Governance	Pro-rata to staff costs	2	46	39	87
		<u>81</u>	<u>1,802</u>	<u>1,526</u>	<u>3,409</u>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

10. ANALYSIS OF REMUNERATION

	2020	2019
	£'000	£'000
Salaries and wages	2,112	1,926
Social security costs	220	207
Pension costs	325	328
Staff employed by other organisations	19	18
Temporary staff costs	281	159
	<hr/>	<hr/>
Total staff costs	2,957	2,638
	<hr/> <hr/>	<hr/> <hr/>

The number of higher paid employees was:

	2020	2019
	No.	No.
£60,001 - £70,000	-	1
£70,001 - £80,000	2	4
£80,001 - £90,000	1	-
£120,001 - £130,000	1	1

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are charged to designated, restricted and unrestricted funds as appropriate.

Reimbursement was made to the employers of 2 (2019: 3) trustees under the provisions of the Memorandum and Articles of the charity totalling £23,000 (2019: £21,000) in respect of the time spent by those trustees on charity business. No other trustees were paid or received any benefits from employment with the charity or its subsidiary in the year. Payments during the year were:

	2020	2019
	£'000	£'000
Marlingford Consulting – in respect of Lorna Bailey, Honorary Treasurer to 4 October 2018	-	2
Tayside NHS Board – in respect of Morag Dorward, Chair to 4 October 2018	-	9
Nottinghamshire Healthcare NHS Foundation Trust – in respect of Della Money, Chair from 4 October 2018	19	10
Derbyshire Community Health Services – in respect of Mary Heritage, Deputy Chair from 5 December 2019	4	-
	<hr/>	<hr/>
Total reimbursement to employers of trustees	23	21
	<hr/> <hr/>	<hr/> <hr/>

Expenses totalling £21,000 (2019: £29,000) relating to 19 (2019: 17) trustees were reimbursed in the year. These related to travel and incidental costs incurred in carrying out their duties.

The key management personnel of the parent charity, RCSLT, comprise the trustees, the CEO and the other members of the senior management team. The total benefits of the key management personnel of the charity were £665,000 (2019: £611,000).

Payments arising from the termination of 2 (2019: nil) contracts of employment totalling £43,000 (2019: £nil) were made during the year.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

11. STAFF NUMBERS

The average monthly number of employees and the average monthly number of full-time equivalents (including ex-officio directors) employed by the group during the year were:

	2020	2019
	No.	No.
Raising funds	1	1
Supporting high-quality services to members to promote best outcomes for service users	19	19
Influencing policy and information	20	18
Administration	12	13
	<u> </u>	<u> </u>
Actual	52	51
	<u> </u>	<u> </u>
	2020	2019
	No.	No.
Raising funds	1	-
Supporting high-quality services to members to promote best outcomes for service users	19	19
Influencing policy and information	16	15
Administration	12	13
	<u> </u>	<u> </u>
Full-time equivalents	48	47
	<u> </u>	<u> </u>

The subsidiary CSLT (Trading) Ltd had nil employees (2019: nil). A recharge of £50,000 (2019: £40,000) was made to CSLT (Trading) Ltd in respect of staff costs attributable to CSLT (Trading) Ltd.

12. NET INCOME/EXPENDITURE FOR THE YEAR

Net income/expenditure for the year are stated after charging:

	2020	2019
	£'000	£'000
Depreciation of tangible assets	64	65
Amortisation of intangible assets	245	35
Impairment of intangible assets (charged to digital strategy project)	-	120
Audit fee (Group)	17	11
Non-audit fees (Group)	6	1
Rental charge payable in respect of operating leases	5	10
	<u> </u>	<u> </u>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

13. TANGIBLE FIXED ASSETS

All tangible assets relate to the Charity and are used for charitable purposes.

	Group and Charity Office			
	Freehold Land and Buildings £'000	Furniture and Equipment £'000	Computer Equipment £'000	Total £'000
Cost or valuation				
At 1 April 2019	4,923	44	47	5,014
Additions	7	-	6	13
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	4,930	44	53	5,027
	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation				
At 1 April 2019	178	44	42	264
Charge for the year	59	-	5	64
Disposals	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2020	237	44	47	328
	<hr/>	<hr/>	<hr/>	<hr/>
Net book value				
At 31 March 2020	<u>4,693</u>	<u>-</u>	<u>6</u>	<u>4,699</u>
At 31 March 2019	<u>4,745</u>	<u>-</u>	<u>5</u>	<u>4,750</u>

The property was revalued at open market value with effect from 31 March 2016 by BGW McDaniel, Chartered Surveyors. The historical cost of the property was £1,840,000.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

14. INTANGIBLE FIXED ASSETS

All intangible assets relate to the Charity and are used for charitable purposes.

	Group and Charity Digital Development £'000
Cost or valuation	
At 1 April 2019	537
Additions	77
Disposals	(87)
	<hr/>
At 31 March 2020	527
	<hr/>
Amortisation	
At 1 April 2019	35
Charge for the year	245
Disposals	(87)
	<hr/>
At 31 March 2020	193
	<hr/>
Net book value	
At 31 March 2020	334
	<hr/> <hr/>
At 31 March 2019	502
	<hr/> <hr/>

15. INVESTMENTS

Movement in investments during the period was:

	Cash £'000	Group and Charity Listed Investments £'000	Total £'000
Market value at 1 April 2019	191	2,918	3,109
Disposal proceeds	787	(787)	-
Investment income retained	(4)	-	(4)
Purchases	(579)	579	-
Gain/(loss) on disposal compared to opening market value	-	15	15
Gain/(loss) on revaluation	-	(113)	(113)
Management charges paid	(23)	-	(23)
	<hr/>	<hr/>	<hr/>
Market value at 31 March 2020	372	2,612	2,984
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Historical cost	372	2,331	2,703
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

16. DEBTORS

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade debtors	51	77	29	38
Subsidiary undertaking	-	-	187	92
Prepayments and accrued income	333	379	239	294
Other debtors	21	26	21	26
	<u>405</u>	<u>482</u>	<u>476</u>	<u>450</u>

17. CREDITORS: amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Trade creditors	118	114	82	89
Accruals and deferred income	237	278	169	210
Taxation and social security	103	93	103	93
Other creditors	29	19	29	19
	<u>487</u>	<u>504</u>	<u>383</u>	<u>411</u>

Deferred income represents subscriptions received in advance of the annual renewal on 1 April.

	Group and Charity	
	2020	2019
	£'000	£'000
At 1 April	42	41
Amounts received in advance of annual renewal of membership	34	42
Amounts released to Statement of Financial Activities	(42)	(41)
	<u>34</u>	<u>42</u>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

18. RESTRICTED FUNDS

	At 31 March 2019 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2020 £'000
1 Shirley Davis Welfare Fund	6	-	-	-	6
2 Catherine Renfrew Fund	3	-	(1)	-	2
3 Penny Harrison Fund	1	-	-	-	1
4 TASLTM Fund	7	-	(1)	-	6
5 Sir Sigmund Sternberg Award	-	1	(1)	-	-
6 Future Therapists' Fund	4	-	(1)	-	3
7 RCSLT Hubs Fund	13	-	(3)	-	10
8 My Journey, My Voice	12	-	(4)	-	8
9 Workforce Transformation	12	-	(2)	-	10
10 Interprofessional Dysphagia Guidelines	19	-	(13)	-	6
11 AHP workforce	20	-	(15)	-	5
12 Changing the Conversation	-	19	(19)	-	-
13 Communication Access Symbol	-	10	-	-	10
14 Support Workers and Clinical Placements	-	20	-	-	20
	<u>97</u>	<u>50</u>	<u>(60)</u>	<u>-</u>	<u>87</u>

Comparative figures were:

	At 31 March 2018 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2019 £'000
1 Shirley Davis Welfare Fund	7	-	(1)	-	6
2 Catherine Renfrew Fund	3	-	-	-	3
3 Penny Harrison Fund	1	-	-	-	1
4 TASLTM Fund	32	-	(25)	-	7
5 Sir Sigmund Sternberg Award	-	1	(1)	-	-
6 Future Therapists' Fund	4	-	-	-	4
7 RCSLT Hubs Fund	16	-	(3)	-	13
8 My Journey, My Voice	14	-	(2)	-	12
9 Workforce Transformation	9	-	3	-	12
10 Interprofessional Dysphagia Guidelines	20	-	(1)	-	19
11 AHP workforce	-	20	-	-	20
12 Changing the Conversation	-	18	(18)	-	-
SLC Screening Tool for Appropriate Adults	-	24	(24)	-	-
	<u>106</u>	<u>63</u>	<u>(72)</u>	<u>-</u>	<u>97</u>

18. RESTRICTED FUNDS (continued)

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

- 1 The Shirley Davis Welfare Fund was established to assist members who are in hardship.
- 2 The Catherine Renfrew Fund was established to provide study grants to enable members to travel overseas.
- 3 The Penny Harrison Fund was established to fund bursaries for support workers, newly-qualified therapists and students to attend the RCSLT scientific conferences.
- 4 The Association of Speech and Language Therapy Managers (TASLTM) Fund was set up for use by the Management Board to support development and training opportunities for SLTs in management.
- 5 The Sir Sigmund Sternberg Award represents an amount received, which was awarded as two individual grants for clinical innovation.
- 6 The Future Therapists' Fund represents grants received from the Department of Health and the North West London Workforce Development Confederation for the development of a website and an educational resource on behalf of the Allied Health Profession Federation.
- 7 The RCSLT Hubs Fund represents grants received from the East Midlands Local Education and Training Board ("LETB") for the development of the East Midlands RCSLT Hub.
- 8 The My Journey, My Voice Project represents a grant received from the Health and Social Care Board Northern Ireland to support an exhibition of service user portraits and stories in the Northern Ireland Assembly and community venues.
- 9 The Workforce Transformation Fund represents monies received from Health Education England to support projects relating to workforce transformation.
- 10 The Interprofessional Dysphagia Guidelines Fund represents monies received from Health Education England to support development of the national dysphagia workforce competencies.
- 11 The AHP Workforce Fund represents monies received from Health Education England to support the updating of a national dysphagia workforce competency framework.
- 12 Changing the Conversation represents a grant received from Department for Education for a joint project with ICAN to improve vocabulary amongst pre-school children.
- 13 The Communication Access Symbol Fund represents donations received to support the launch and promotion of a recognised communication access symbol and associated standards.
- 14 The Support Workers and Clinical Placements Fund represents a grant received from Health Education England to support and promote support workers and clinical placements.

19. UNRESTRICTED FUNDS

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	At 31 March 2019 £'000	Income £'000	Expenditure £'000	Investment Gains/ Revaluation £'000	Transfers £'000	At 31 March 2020 £'000	
Designated funds							
<u>Supporting Members</u>							
1	Outcome Measures Project	31	-	(20)	-	20	31
2	Professional Guidance	119	-	(97)	-	42	64
3	Learning Solutions and Products	68	-	(51)	-	-	17
4	Research and Development	66	-	(57)	-	50	59
6	Development of RCSLT Hubs	6	-	(10)	-	6	2
8	75 th Anniversary	5	-	(9)	-	6	2
<u>Influencing Policy</u>							
9	Giving Voice Campaign	20	-	(23)	-	15	12
10	Public Affairs Support	34	-	(35)	-	27	26
11	Research Projects	2	-	(3)	-	1	-
12	PR Support	30	-	(26)	-	-	4
13	Communication Symbol	20	-	(22)	-	12	10
<u>Admin</u>							
14	IT Development	200	-	(72)	-	17	145
15	Digital Transition	178	-	(190)	-	23	11
16	Future Projects	-	-	-	-	31	31
	Designated funds	779	-	(615)	-	250	414
Other unrestricted funds							
	General funds	5,639	4,161	(4,420)	(98)	(79)	5,203
	Revaluation reserve - property	3,004	-	-	-	(29)	2,975
	Non charitable trading funds	70	599	(469)	-	(142)	58
	Other unrestricted funds	8,713	4,760	(4,889)	(98)	(250)	8,236
		9,492	4,760	(5,504)	(98)	-	8,650

19. UNRESTRICTED FUNDS (continued)

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

Comparative figures were:

	At 31 March 2018 £'000	Income £'000	Expenditure £'000	Investment Gains/ Revaluation £'000	Transfers £'000	At 31 March 2019 £'000	
Designated funds							
<u>Supporting Members</u>							
1	Outcome Measures Project	76	-	(78)	-	33	31
2	Professional Guidance	157	-	(107)	-	69	119
3	Learning Solutions and Products	54	-	(34)	-	48	68
4	Research and Development	62	-	(71)	-	75	66
5	Clinically Applied Research Resource	15	-	-	-	(15)	-
6	Development of RCSLT Hubs	51	-	(54)	-	9	6
7	Children's Services Strategy	1	-	(2)	-	1	-
8	75 th Anniversary	-	-	-	-	5	5
<u>Influencing Policy</u>							
9	Giving Voice Campaign	35	-	(31)	-	16	20
10	Public Affairs Support	62	-	(66)	-	38	34
11	Research Projects	5	-	(6)	-	3	2
12	PR Support	-	-	-	-	30	30
13	Communication Symbol	-	-	-	-	20	20
<u>Admin</u>							
14	IT Development	158	-	(243)	-	285	200
15	Digital Transition	149	-	(149)	-	178	178
	Designated funds	825	-	(841)	-	795	779
Other unrestricted funds							
	General funds	5,653	3,921	(3,439)	79	(575)	5,639
	Revaluation reserve - property	3,033	-	-	-	(29)	3,004
	Non charitable trading funds	138	586	(463)	-	(191)	70
	Other unrestricted funds	8,824	4,507	(3,902)	79	(795)	8,713
		9,649	4,507	(4,743)	79	-	9,492

- 1 The Outcome Measures Project represents funding to support members with the development of outcome measures.
- 2 The Professional Guidance Fund has been established to ensure regular updates of current professional guidance and the development of new guidance and standards.
- 3 The Learning Solutions and Products Fund is money set aside to develop resources notably in connection with dementia and other age-related conditions leading to communication difficulties.
- 4 Research and development represents an amount set aside to fund research and development.

19. UNRESTRICTED FUNDS (continued)

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

- 5 The Clinically Applied Research Resource is money set aside to support the dissemination of research into clinical practice.
- 6 The RCSLT Hubs Development Fund supports the development of regional professional networks, including supporting members to develop and disseminate research and evidence-based practice.
- 7 The Children's Services Strategy is a project to co-produce a UK-wide strategy for speech and language therapy services for children and young people.
- 8 The 75th Anniversary Project is money set aside for events and other activities relating to the 75th Anniversary of the RCSLT in 2020.
- 9 The Giving Voice Campaign fund has been set up to undertake campaigns for engaging service users and carers, fellow professionals and partner groups to raise awareness and influence key decision makers to improve speech and language therapy services.
- 10 Public affairs support represents the funds set aside to support campaigning and influencing activities.
- 11 The Research Projects Fund has been set aside to support the proactive commissioning of research to support the RCSLT's policy influencing goals.
- 12 PR support relates to media and influencing work in Northern Ireland.
- 13 Communication Symbol represents funds set aside for the joint development with other charities and international professional bodies of an international communication symbol and associated standards and training.
- 14 IT Development represents funds set aside for the redevelopment of the website and CRM system.
- 15 The Digital Transition Fund represents monies set aside to provide additional resources to support the delivery of the digital transformation strategy.
- 16 The Future Projects Fund represents funds set aside for medium sized projects identified during the coming year.

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

20. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted funds		Restricted		2020 £'000
	Designated £'000	Other £'000	Funds £'000		
Tangible fixed assets	-	4,699	-		4,699
Intangible fixed assets		334	-		334
Investments	-	2,984	-		2,984
Net current assets	414	219	87		720
	<u>414</u>	<u>8,236</u>	<u>87</u>		<u>8,737</u>

Comparative figures were:

	Unrestricted funds		Restricted		2019 £'000
	Designated £'000	Other £'000	Funds £'000		
Tangible fixed assets	-	4,750	-		4,750
Intangible fixed assets	-	502	-		502
Investments	-	3,109	-		3,109
Net current assets	779	352	97		1,228
	<u>779</u>	<u>8,713</u>	<u>97</u>		<u>9,589</u>

21. OPERATING LEASE COMMITMENTS

At 31 March 2020 the Charity had commitments falling due under operating leases:

	Land & Buildings		Equipment	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
<1 year	5	3	-	-
1-5 years	18	2	-	-
>5 years	19	-	-	-
Total	<u>42</u>	<u>5</u>	<u>-</u>	<u>-</u>

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

22. NET CASH FLOW FROM OPERATING ACTIVITIES

	2020	2019
	£'000	£'000
Net incoming/(outgoing) resources	(852)	(166)
Adjustments for:		
Depreciation of tangible fixed assets	64	65
Amortisation of intangible fixed assets	245	35
Loss/(profit) on disposal of tangible fixed assets	-	-
Loss/(profit) on disposal of intangible fixed assets	-	120
Loss/(gain) on investments	98	(79)
Investment income	(77)	(71)
Investment management fee deducted from portfolio	22	22
(Increase)/decrease in stock	(6)	1
(Increase)/decrease in debtors	77	(125)
Increase/(decrease) in creditors	(17)	(151)
	<u>(446)</u>	<u>(349)</u>

23. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020	2019
	£'000	£'000
Cash in hand	322	476
Notice deposits (less than three months)	468	768
	<u>790</u>	<u>1,244</u>

24. RELATED PARTY TRANSACTIONS

In 2020, the following transactions took place between the Trust and its wholly owned subsidiary CSLT (Trading) Limited:

- The provision of various services including staff time and related overheads of £77,000 (2019: £58,000)
- The transfer under gift aid of the trading profits of CSLT (Trading) Limited to the Charity of £65,000 (2019: £133,000) of which £nil was outstanding at 31 March 2020 (2019: £nil).

There are no other related party transactions.

25. CORPORATION TAXATION

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

27. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES

ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted Funds £'000	Designated Funds £'000	Restricted Funds £'000	Total Funds £'000
Income and endowments					
Donations and legacies		6	-	-	6
Charitable activities	3	3,791	-	63	3,854
Other trading activities	4	639	-	-	639
Investments	6	71	-	-	71
Total income and endowments		4,507	-	63	4,570
Expenditure					
Raising funds	7	570	-	-	570
Charitable activities	8	3,332	841	72	4,245
Total expenditure		3,902	841	72	4,815
Net income/(expenditure) before gains/(losses) on investments		605	(841)	(9)	(245)
Net gains/(losses) on investments	15	79	-	-	79
Net income/(expenditure) before transfers		684	(841)	(9)	(166)
Transfers between funds		(795)	795	-	-
Net movement in funds		(111)	(46)	(9)	(166)
Fund balances brought forward		8,824	825	106	9,755
Fund balances carried forward		8,713	779	97	9,589