The background of the image features a stylized stained glass window design. It consists of a grid of colored rectangles in shades of orange, yellow, pink, and blue, separated by thin black lines. The overall pattern is organic and abstract, resembling a window pane or a geometric artwork.

THE RCSLT IMPACT REPORT

2018-2019

MESSAGE FROM THE RCSLT CHAIR and CEO

RCSLT Chair Dr Della Money
and CEO Kamini Gadhok
reflect on the year 2018-2019
and highlight some of the key
achievements of the RCSLT

"We aim to continue to influence at an international level to get communication recognised as a basic human right"

This report highlights the key achievements over the past year along with areas that we are taking forward in line with the RCSLT's strategic plan, which was reviewed and updated for 2018-2021.

For all RCSLT members

Over the year a key aim has been, and continues to be, ensuring that we are inclusive in our approach in the co-production of resources for all RCSLT members who work in a variety of settings and clinical areas.

The RCSLT digital strategy resulted in the launch of the first iteration of the new RCSLT website in November 2018. We are now working to improve and build on this first iteration. The clinical pages on the website enable members to find guidance on how to plan and improve their services in areas such as children's speech and language therapy services. A key aim going forward is supporting implementation of this guidance and learning from this approach to inform other areas of our work. The website has also enabled us to deliver access to a wider range of journals to support all members in delivering evidence-based care.

Engagement: communicating our message

We are working to transform the RCSLT's communication and engagement across all areas of our work and with key stakeholders. Underpinning these new ways of working has been the development of an engagement framework that helps establish ways of measuring and growing member engagement in RCSLT activities and resources.

One example of how we are transforming our approach is to engender more two-way communication via the monthly *Bulletin* magazine, with a move towards integrating print, digital and social media channels to a far greater extent.

This will enable *Bulletin* content to form the basis of conversations and connections in the social space post-publication, and extend *Bulletin*'s reach to a wider audience beyond the immediate membership base.

Workforce

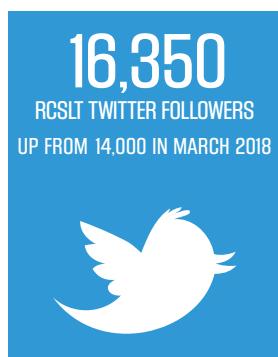
In December 2018, the RCSLT Board of Trustees discussed an overarching workforce strategy to support a 'life course' approach to the recruitment, education, training and career development of the speech and language therapy profession. The Board reached



RCSLT MEMBERSHIP (TO YEAR-END MARCH 2019)

	2015	2016	2017	2018	2019
UK PRACTISING MEMBERS	12,926	13,350	13,893	14,267	14,461
UK NON-PRACTISING MEMBERS	871	856	760	949	908
RETIRED MEMBERS	437	452	462	493	448
OVERSEAS MEMBERS	431	407	389	373	314
STUDENT MEMBERS	1,316	1,414	1,377	1,197	1,105
ASSISTANT MEMBERS	213	202	202	189	186
TOTAL MEMBERSHIP	16,194	16,681	17,083	17,468	17,422

RCSLT IN NUMBERS (AS OF END OF MARCH 2019)



consensus on key priorities to build on work to date. Priorities include ongoing work on the development of a speech and language therapy degree apprenticeship in England, and supporting and informing work across the UK on the development of advanced clinical practice and consultant roles.

Influencing

Our work to influence at international, national and local levels has involved engaging and working in partnership with a range of stakeholders, including organisations that represent people with communication and swallowing needs. The impact of this work includes the *Bercow: Ten Years On* report in England and agreement by various government departments to support the implementation of a number of the report's recommendations.

As well as leading the coordination of work on a communication access symbol across the UK, we have been successful in working in partnership with Citizen's Advice Scotland, Inclusion Scotland and Camphill Scotland towards primary legislation requiring Scotland's new social security services to be

communication inclusive in all that they do.

We aim to continue to influence at an international level by working with our partners through the International Communication Project to get communication recognised as a basic human right.

In support of this aim, we produced a narrative linking communication disability to the United Nations' Sustainable Development Goals and ran a social media and awareness campaign around the 70th anniversary of the Universal Declaration of Human Rights.



DR DELLA MONEY FRCslt, RCSLT CHAIR



KAMINI GADOK MBE, RCSLT CEO

THE YEAR 2018-2019 AT A GLANCE



APRIL 2018

RESEARCH

April 2018

National Institute of Health Research selects RCSLT research priorities project as one of its test beds for assessing new national guidelines for patient and public involvement.

AWARENESS RAISING

25 April 2018

Nearly 6,000 children from across England, Scotland and Wales take part in the RCSLT's Voice Box joke-telling competitions. Twenty-five contestants visit Mr Speaker's House in Westminster, where 14 MPs take time to attend and support their constituents.

• The Voice Box 2018 finalists with the judges at Mr Speaker's House



INFLUENCING POLICY AND PRACTICE

27 April 2018

RCSLT brings 45 stroke services from across England together to discuss the latest Sentinel Stroke National Audit Programme. Focus is on therapy data collection and recording, and how this can improve the quality of care for stroke survivors.

MAY 2018

INFLUENCING

May 2018

RCSLT oral and written evidence features in National Assembly for Wales' Health Social Care and Sport Committee report on use of antipsychotic medication in care homes.

INFLUENCING POLICY AND PRACTICE

May 2018

RCSLT and National Deaf Children's Society launch joint guidance on commissioning speech and language therapy services for low-incidence, high-need conditions.

INFLUENCING

May 2018

RCSLT provides written evidence to Joint Committee on Human Rights' enquiry into solitary confinement and restraint. Evidence argues that where speech, language and communication needs (SLCN) are unrecognised and unsupported in the youth justice system, young people are at greater risk of physical interventions.

PROFESSIONAL DEVELOPMENT

9 May 2018

Commissioning specialist speech and language therapy services for children and young people with low-incidence, high-need conditions is the focus of a seminar hosted by the RCSLT.

⌚ AWARENESS RAISING

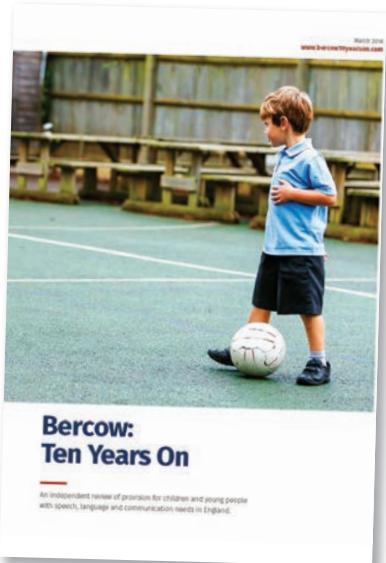
16 May 2018

RCSLT webinar: *Giving Voice to Bercow: Ten Years On*.

MEMBER ENGAGEMENT

22 May 2018

The East Midlands RCSLT Hub event, *Let's go digital*, includes an update on the RCSLT Outcomes Project and discussion of the barriers to using technology in speech and language therapy.



- The RCSLT used the first anniversary of the *Bercow: Ten Years On* report as a powerful campaigning tool

JUNE 2018

INFLUENCING POLICY AND PRACTICE

June 2018

RCSLT publishes latest version of The Box online modular course for people working across the justice system. Aims to increase professionals' awareness of SLCN and how these impact on their clients.

INFLUENCING

June 2018

Report to inform equality and disability action plans for 2018–2023, from the NI Health and Social Care Trusts and Northern Ireland Ambulance Service, features RCSLT recommendations, including the commitment to consider communication needs of people with SLCN.

INFLUENCING

June 2018

RCSLT attends talks with the Health and Social Care Select Committee after submitting evidence to its inquiry into prison healthcare.

INFLUENCING POLICY AND PRACTICE

June 2018

Scottish Government commissions RCSLT to develop speech, language and communication screening and teaching tools.

AWARENESS RAISING

5 June 2018

RCSLT webinar: *Living with motor neurone disease (MND): Supporting speech, communication and swallowing*.

⌚ INFLUENCING

12 June 2018

United Nations accredits the RCSLT as a non-governmental organisation at the 11th Conference of State Parties to the Convention for the Rights of Persons with Disabilities. Enables the RCSLT to take forward its strategic aims to work with partners at an international level to influence for people with communication disability.



MEMBER ENGAGEMENT

13 June 2018

South Central Hub Day takes place at Reading University.

PROFESSIONAL DEVELOPMENT

21 June 2018

RCSLT hosts adult dysphagia event in London. Supports the profession's approach to managing dysphagia in the context of increased demand, reduced funding and the need to ensure that SLTs' roles in meeting the communication needs of patients are not affected.

JULY 2018

INFLUENCING

July 2018

RCSLT members provide case studies to support response to government review of school exclusions. RCSLT uses consultation on 'children in need of help and protection' to highlight high prevalence of SLCN in young people supported by social care. Also uses Education Select Committee inquiry into life chances to highlight how communication impacts children's academic achievement and wellbeing.

INFLUENCING POLICY AND PRACTICE

July 2018

RCSLT works with British Dietetic Association and NHS Improvement on safety alert on use of imprecise term 'soft diet' and the transition to the International Dysphagia Diet Standardisation Initiative Framework.

CAMPAINING

4 July 2018

RCSLT policy and public affairs team works with Rebecca Pow MP to promote *Bercow: Ten Years On* report. Rebecca holds 90-minute Westminster Hall debate on speech, language and communication support for children.



• Above: Rebecca Pow MP receives her Giving Voice Award from RCSLT President Sir George Cox

• Below: RCSLT CEO Kamini Gadhok MBE at the Global Disability Summit



PROFESSIONAL DEVELOPMENT

17 July 2018

Topics at the RCSLT Wales Therapy Outcomes Measures event include the role of outcomes in value-based healthcare and review of a Welsh pilot site.

INFLUENCING

24 July 2018

RCSLT attends first Global Disability Summit. The London event is hosted by the Department for International Development, along with the International Disability Alliance and the Government of Kenya. RCSLT CEO Kamini Gadhok uses opportunity to advocate for communication disability.

PROFESSIONAL DEVELOPMENT

5 July 2018

Third annual RCSLT Research Champions Workshop takes place at City, University of London. Almost 80 delegates learn more about how to embed the evidence base and research in their practice, the power of the patient voice and how to make competitive applications for funding.

MEMBER ENGAGEMENT

6 July 2018

North West Hub Day takes place at the University of Manchester.

MEMBER ENGAGEMENT

11 July 2018

South West Hub Roadshow takes place in Exeter. Activities include workshop on being an evidence-based profession and outline of the RCSLT Strategic Plan 2018-2021.

INFLUENCING

16 July 2018

RCSLT sends briefing to peers taking part in second reading debate on Mental Capacity (Amendment) Bill. Briefing highlights that people with unidentified or unsupported communication needs are more at risk of being deemed to lack capacity.

AUGUST 2018

CAMPAINING

August 2018

RCSLT campaigners use #Bercow10champions to keep the *Bercow: Ten Years On* report in the parliamentary spotlight.

PROFESSIONAL DEVELOPMENT

August 2018

RCSLT publishes new high-level online guidance as part of its strategy for children and young people's speech and language therapy services. Resource includes influencing material to demonstrate the value of speech and language therapy.

SEPTEMBER 2018

INFLUENCING

September 2018

BBC invites RCSLT to join new language advisory group aimed at supporting language and literacy development in the UK's under-fives. RCSLT establishes network of expert SLTs to support and inform the BBC's work.

AWARENESS RAISING

17 September 2018

RCSLT webinar: *Supporting people with speech, language and communication needs in the justice system*.

INFLUENCING POLICY AND PRACTICE

18 September 2018

RCSLT and National Special Educational Needs Forum host multi-stakeholder workshop to raise awareness about developmental language disorder (DLD). Emphasises that DLD should be everyone's business and not the sole responsibility of SLTs.

MEMBER ENGAGEMENT

19 September 2018

RCSLT South East Hub Roadshow takes place in London. Topics include the *Bercow: Ten Years On* report findings, adult dysphagia and RCSLT digital transformation.



• The 2018 RCSLT Honours and Giving Voice Award winners

OCTOBER 2018

AWARENESS RAISING

3 October 2018

RCSLT President Sir George Cox presents the 2018 RCSLT Honours and Giving Voice Awards, recognising outstanding achievements in the field of speech and language therapy.

PROFESSIONAL DEVELOPMENT

4 October 2018

RCSLT Study Day 2018 and annual general meeting take place in Cardiff. *Speech and language therapy: Showing your worth through value-based healthcare* attracts 120 delegates. Topics discussed include the value of outcomes measurement, developing service user input and the economic evaluation of speech and language therapy.

CAMPAINING

19 October 2018

RCSLT members and staff take part in global DLD awareness day.



INFLUENCING

23 October 2018

All Party Parliamentary Group on Speech and Language Difficulties meets to discuss developments in children and young people's SLCN. At the meeting, Parliamentary Under-Secretary of State for Children and Families Nadhim Zahawi MP outlines the government's commitment to improving speech and language skills.

NOVEMBER 2018

MEMBER ENGAGEMENT

November 2018

RCSLT unveils new website as part of its wider digital transformation project. It includes an improved look and feel and updated resources.

PROFESSIONAL DEVELOPMENT

November 2018

New RCSLT online guidance developed by member groups is published with the launch of the new website. New information on independent practice, portfolio working, managing risk, safeguarding, training the wider workforce, goal setting and local influencing is made available.

MEMBER ENGAGEMENT

17 November 2018

More than 160 delegates attend the RCSLT Northern Ireland Hub Conference, *Speech and language therapy: Delivering transformation*.

PROFESSIONAL DEVELOPMENT

29 November 2018

RCSLT webinar: *Are you ROOT Ready? The value of the RCSLT Online Outcome Tool*.

DECEMBER 2018

PROFESSIONAL DEVELOPMENT

3 December 2018

RCSLT hosts clinical excellence network committee members from London and the South East regions. Programme includes presentations on harnessing digital tools to increase network engagement.

MEMBER ENGAGEMENT

6 December 2018

RCSLT National Student Study Day takes place in London. More than 130 students attend from 13 UK universities. Interactive event provides resources and advice to prepare students for careers in speech and language therapy. Also gives delegates the opportunity to meet other students from across the UK and to learn more about the work of the RCSLT.

CAMPAINING

10 December 2018

RCSLT joins International Communication Project partners to observe Human Rights Day and continue to work towards the recognition of communication as a human right.



JANUARY 2019

PROFESSIONAL DEVELOPMENT

14 January 2019

Yorkshire and the Humber Hub Dysphagia Day takes place at the University of Sheffield.

PROFESSIONAL DEVELOPMENT

22 January 2019

RCSLT hosts multi-professional workshop for those working with children with developmental language disorder. Provides overview of the priority-setting process, develops research questions and considers next steps for attracting research funding.

PROFESSIONAL DEVELOPMENT

29 January 2019

RCSLT webinar: *Placing children and young people at the heart of delivering quality speech and language therapy.*

MARCH 2019

PROFESSIONAL DEVELOPMENT

6 March 2019

RCSLT launches two new learning journeys to support members in developing leadership and local influencing skills.

RESEARCH

6 March 2019

RCSLT publishes its top 10 research priorities for learning disability. These include facilitators and barriers to instrumental assessment of swallowing, and the SLT role in end-of-life care for people with learning disabilities.

PROFESSIONAL DEVELOPMENT

6 March 2019

RCSLT West Midlands Hub Day, *Service user stories and reflective practice*, takes place in Birmingham. RCSLT representatives provide update on developments within the professional body. Service users share experiences of how speech and language therapy has affected their lives.

CAMPAINING

7 March 2019

RCSLT uses first anniversary update of *Bercow: Ten Years On* to highlight areas where urgent government activity is needed to improve support for children and young people in England with SLCN. More than 60 organisations join forces to write to Prime Minister Theresa May to urge the government to take action.



“The role of SLTs in end-of-life care is one of the RCSLT’s top 10 research priorities for learning disability”

✓ AWARENESS RAISING

13 March 2019

SLTs around the world raise awareness of dysphagia by participating in a range of events for the fourth annual Swallowing Awareness Day. 7,600 tweets sent using #swallowaware2019

PROFESSIONAL DEVELOPMENT

20 March 2019

RCSLT webinar: *Putting children, young people and their parents/carers at the centre of decision making.*

MEMBER ENGAGEMENT

28 March 2019

RCSLT Scotland Hub Day takes place at the University of Stirling. *Engaging, collaborating and influencing for better outcomes* looks at the direction of the RCSLT and outlines influencing opportunities.

PROFESSIONAL DEVELOPMENT

29 March 2019

Second DLD research priority-setting workshop takes place in London.

FEBRUARY 2019

INFLUENCING

February 2019

RCSLT Wales submits evidence to Welsh Government consultation on code of practice regarding the delivery of autism services. Calls for more to be done to improve outcomes for people with autism spectrum disorder and their families.

PROFESSIONAL DEVELOPMENT

13 February 2019

RCSLT and International Dysphagia Diet Standardisation Initiative webinar: *Making IDDSI work for you.*

• RCSLT members take part in the fourth annual Swallowing Awareness Day



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.

The RCSLT's charitable purpose is 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 RCSLT current strategic plan runs from 2018 to 2021. It breaks into three main areas: the mission, the purpose and the focus areas for how we achieve the mission and purpose.

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 are subdivided into key aims (table 1 overleaf). These aims will also enable us to fulfil our legal purpose.

THE THREE FOCUS AREAS:

- Quality practice
- Innovative organisation
- Active influencing

THE RCSLT'S FOCUS AREAS 2018-2021

Table 1: The RCSLT's focus areas 2018-2021

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
		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
Active influencing	Digital	Work with members to develop digital services and functionality that meet their needs and support member engagement
	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
		Respond effectively to policy developments across governments

QUALITY PRACTICE

Research and innovation

Shape research capacity, capability and culture

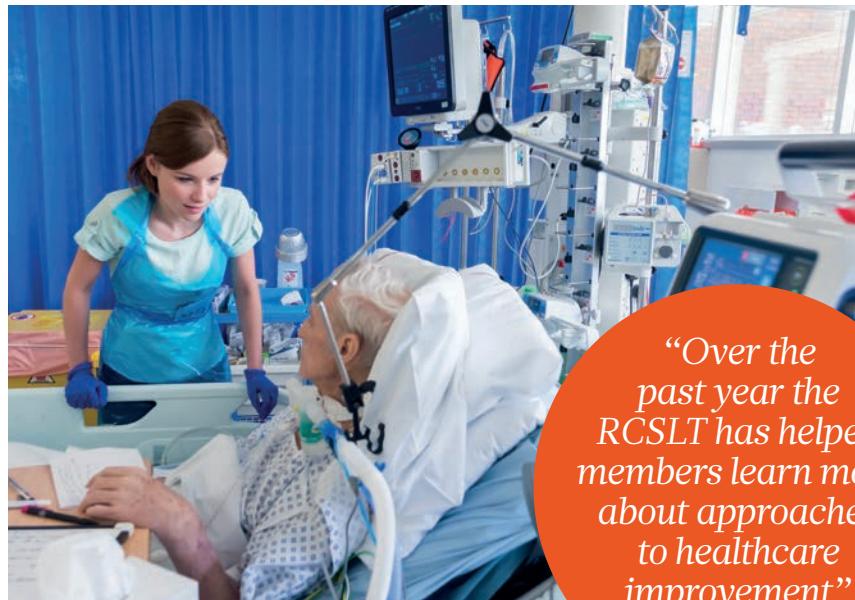
The RCSLT supports SLTs across the UK to develop the quality of their services in a variety of ways, from online guidance to individual expert clinical advice.

Underpinning this is our focus on supporting research and evidence-based practice (EBP). Over the past year we have implemented a number of projects to support members in these areas.

The RCSLT Research Champions Network aims to provide networking, mentoring, resources and opportunities for members interested in carrying out research or research-related activities. We now have 292 members across the UK who are part of this network. They are committed to carrying out research-related activities and to disseminating research, EBP resources and opportunities within their local areas.

Promote the funding of key areas of research

The profession relies on high-quality evidence to inform our clinical practice. This evidence should address questions of key clinical relevance to practising SLTs and others—service users first and foremost. The RCSLT, in liaison with the James Lind Alliance, has run, or has been planning, research priority setting partnerships in key clinical areas. Over the past year we have published the top 10 research priorities in dysphagia and learning disabilities and are in the final stages of identifying the top 10 priorities in developmental language disorder.



“Over the past year the RCSLT has helped members learn more about approaches to healthcare improvement”

Promote understanding and use of an evidence-based approach

A key issue for many SLTs is accessing the research evidence. As a result, we have worked hard to secure access to a better selection of journals relevant to speech and language therapy practice. We now provide online access to journals from two more publishers, Emerald and Wiley, as well as a providing an improved selection of journals from existing publishers.

Over the past year the RCSLT has helped members learn more about approaches to healthcare improvement and to draw from these to continue developing the quality of their services. This has focused on disseminating information and resources about quality improvement, improvement science and implementation science. We

have published a series of articles in our professional magazine *Bulletin* to introduce members to these fields and signpost them to key resources. We will focus on improvement methodology at our 2019 RCSLT conference.

Across healthcare research, a key development over the past few years has been the increasing focus on co-production of research and clinical services with service users and the public. Our work with INVOLVE, as a test bed site for national standards in patient and public involvement (PPI), exemplifies this development. As well as aiming for genuine co-production of RCSLT projects, we have also been working hard to disseminate information about best practice in PPI to our members, through a range of events and materials.

Workforce and leadership

Support members to develop leadership, knowledge and evidence-based practice skills

The RCSLT Learning and Development Strategy focuses on six main areas: offering a breadth of approaches to our continuing professional development offer (such as face-to-face and online delivery in a variety of formats); building a network of coaches within our membership; creating a clear development framework to support routes through the profession; supporting leadership skills; ensuring members have access to resources and training; and working with members and partners to inform areas of need and development.

We held a workshop for our leadership mentors to reflect on the first year of the programme and to help shape its future direction. Leadership mentors provide local support for members to overcome local service challenges or identify and act on new opportunities for service development to support our service users.

We have also published two learning journeys for members: on leadership and influencing. The learning journeys allow members to complete the modules in whatever order works best for them. Each module is structured so that members can learn the basics from the main content, but also delve deeper into the subject via links to further information.

The RCSLT was successful in securing funding from Higher Education England (HEE) to lead the update of the Interprofessional Dysphagia Framework. Work on this began in 2018.

Become a workforce trends intelligence resource

2018 saw NHS England consult on and publish its new long-term plan. The RCSLT made significant input to the consultation. The plan recognises speech and language therapy as a profession in short supply and explicitly references SLTs as part of the new models of care that will bring together physical and mental health services for children. We have since engaged in numerous work streams

relating to the plan's implementation.

The RCSLT has purchased data from the Higher Education Statistics Authority to help us monitor admissions, qualifications and diversity. We have used this data to inform RCSLT Board discussions on workforce trends; in influencing activity with the Office for Students (OfS); in consultation responses; and in monitoring student numbers. A key outcome has been additional high-cost funding from the OfS for SLT courses being made available for a further year, as well as an additional new supplement for allied health profession (AHP) masters courses.

The reforms to the student bursary in England continue to bed in, with some professions seeing significant falls in applicants and some course closures. For speech and language therapy, provisional data indicates a fall in applications, but the number of admissions remains broadly steady. However, this is against a picture of many universities going to clearing last year to fill places.

Our new customer relationship management system will allow for systematic analysis of trends and data.

In Northern Ireland, the RCSLT has contributed to the Department of Health's ongoing workforce review. In Scotland, the Health and Care (Staffing) Bill was successfully amended to strengthen a multidisciplinary approach and the RCSLT is influencing the Scottish Labour Workforce Commission.

Responsive pre- and post-registration training

Careers and diversity

The RCSLT is working to promote the profession via social media to tie in with university key dates for applications and clearing. We will continue this focus and ensure that activity relating to promoting the diversity of the profession is embedded. In England, we worked with HEE on a range of resources to promote SLTs and the other AHPs.



Professional guidance

Speech and language therapy degree apprenticeships

There has been significant progress on the speech and language therapy apprenticeship in England, with a public consultation held, and the draft standard and end point assessment submitted for formal approval to the Institute for Apprenticeships and Technical Education (IATE). We are receiving increasing enquiries from potential speech and language therapy apprentices. We will produce guidance for potential apprentices, employers and universities setting out RCSLT expectations on what a high-quality apprenticeship will look like.

Together with other AHPs, the RCSLT successfully lobbied the IATE to change its rules to allow AHP apprenticeships at both undergraduate and masters level, ensuring a wider appeal for speech and language therapy apprenticeships once they start.

In Wales, we have been involved in the development of an AHP apprenticeship framework at assistant level to facilitate a more flexible workforce and career progression.

Curriculum guidance

In August 2018, the RCSLT published revised curriculum guidance, along with an updated process for the accreditation of pre-registration speech and language therapy programmes and implementation arrangements for the new guidance.

Advanced clinical practice and consultant roles

We have responded to the significantly increased focus on this area. In England, HEE has set up an 'Advancing Practice Academy', whose role will be to accredit and credential advanced practice courses and experience. We have responded to consultations, taken part in working groups and publicised opportunities to get involved in the development of a level 8 consultant apprenticeship. In Scotland, work has begun on an advanced practice AHP framework and a similar framework was developed in Northern Ireland. We have also set up a senior leaders SLT virtual group to assist in responding to this activity.

Support members to develop, critically evaluate, improve and promote services

During 2018–2019, the RCSLT restructured and reviewed all of its online guidance for members as part of the development of the new website. Members can now use new A–Z pages to find guidance on how to plan and improve their services and meet the standards of the regulator, the Health and Care Professions Council. They can also find clinical information and resources. New guidance is now available for managing risk, safeguarding, training the wider workforce, goal setting, local influencing and raising awareness.

We also published new direction for members working in children's speech and language therapy services. This was co-produced with the RCSLT children's services steering group, members, and parents and carers. It includes a set of key principles and speech and language therapy activities, and outcomes for children and young people. Two accompanying webinars took place and we are considering additional ways to support members to use the guidance. We have also published a position statement, *Supporting access to and engagement with children's services*.

All SLTs should feel supported by the RCSLT whatever their employment context and we are liaising with members and the Association of Speech and Language Therapists in Independent Practice about how we can ensure this. There is already a requirement for all project working groups to include appropriate representation. We have published new information for members working in independent practice. Guidance is now also available for members with portfolio careers. Our new resource on collaborative working includes guidance for SLTs who may work with the same individual across different settings.

Support members to understand and use new technology

Across the UK, there have been several policy developments related to digital, data and technology across health and care. These include the *NHS England Long Term Plan*, Scotland's *Digital Health and Care Strategy* and the *Topol Review* into innovative healthcare technologies. We have engaged members to contribute to national initiatives, including the 'Digital innovation and technology' component of the *NHS England Long Term Plan*. Members are also involved in ongoing work to develop and maintain the clinical terms available in SNOMED for SLTs to use in digital record keeping, and in the development of record keeping standards by the Professional Record Standards Body.

Changes to data protection legislation, including the General Data Protection Regulation (GDPR) and Data Protection Act 2018, necessitated a review of the RCSLT guidance on information governance. We have developed and published a suite of guidance, with support from the Information Commissioner's Office. This includes supplementary guidance on GDPR, answers to frequently-asked questions and a set of scenarios to support members in independent practice. The RCSLT website also contains updated guidance for members regarding technology, telehealth and apps.

To help members evidence the impact of their services, we continue to provide tools to gather this evidence. The roll-out of the RCSLT Online Outcome Tool (ROOT) goes from strength to strength, with 21 services now signed up following successful adoption at 10 pilot sites. Another of the parallel work streams of the RCSLT Outcomes Programme has focused on the development of guidance to support speech and language therapy services to measure the impact of universal, targeted and public health activity.



INNOVATIVE ORGANISATION



Member led



@RCSLT

**16,350
FOLLOWERS**

**AN INCREASE OF 2,350
FROM THE PREVIOUS
FINANCIAL YEAR**

Communicating our message

The RCSLT continues to use social media to raise awareness of people with communication and swallowing needs. We use 13 social media channels to engage with members and the public, and all have grown their audience share. The primary Twitter account @RCSLT has 16,350 followers—an increase of 2,350 during the past financial year. YouTube content continues to be updated with videos gathered from members via our UK-wide initiative *The Storytelling Project*. This provides insight into how people at any stage of their lives can have communication and/or swallowing needs, and how SLTs assess and support those needs. Social media content that proved to be particularly popular in the last financial year included:



- The RCSLT's Swallowing Awareness Day 2019 social media campaign (#swallowaware2019) reached 2.46 million people across 55 countries on six continents.
- @RCSLT's tweet linking to the *Sunday Mirror* article, 'Speech therapy lottery leaves a million children languishing on waiting lists', secured by the RCSLT in March 2019, made 18,951 impressions, with 144 retweets and 95 Likes. The article itself had an online reach of 11.9 million.
- The YouTube video *Speak up for communication*, created by an RCSLT member for the *Bercow: Ten Years On* first anniversary campaign, reached 11,238 people when we shared it on Facebook.



In 2018, 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 5,000 schoolchildren participated at a local level, with 25 finalists invited to the Westminster Parliament. We also made preparations for a first Voice Box event in the Welsh Assembly.

We secured more than 250 items of media coverage on the *Bercow: Ten Years On* report. Notable national press coverage included a *BBC Radio 5 Live* interview with RCSLT CEO Kamini Gadhok; a service user interview on *Sky News Radio*; and articles in *The Sunday Mirror*, *The Sun*, *Huffington Post UK* and *TES*.

Digital

Work with members to develop digital services that meet their needs

The RCSLT digital strategy, co-produced with members, included the launch of an initial iteration of the new RCSLT website in November 2018 and a new membership database. Both aim to transform RCSLT communication and engagement across all areas of our work. Underpinning these new ways of working has been the development of an engagement framework that helps establish ways of measuring and growing member engagement in RCSLT activities and resources.

Enhance communication, engagement and support to members

The monthly print magazine *Bulletin* remains a highly-valued member benefit and, with distribution averaging more than 17,000 members every month, sustains a near-global reach across the membership base. In the past year, we have made a concerted effort to drive greater levels of member engagement. One of the main ways of achieving this has been with the move towards integrating print and social media channels to a far greater extent. This has enabled *Bulletin* content to form the basis of conversations and connections in the social space post-publication, and has extended *Bulletin*'s reach to a wider audience of stakeholders beyond the immediate membership base.

The monthly RCSLT enewsletter has grown in the past year and is now received by approximately 16,000 members (up from 14,800 in April 2018). The open rate for enewsletters remains extremely

high, at around 42% (far in excess of industry standard rates), with almost 17,000 unique clicks on enewsletter content over the 12-month period.



ACTIVE INFLUENCING



Creating profile and opportunity

Influence at regional, national and international levels

The RCSLT has a targeted amount of international work. As part of the International Communication Project (ICP), we produced a narrative linking communication disability to the United Nations' Sustainable Development Goals and ran a social media and awareness campaign around the 70th anniversary of the Universal Declaration of Human Rights.

With an RCSLT member preparing to assume the

presidency of the International Association of Logopedists and Phoniatrists, we supported and engaged in related work, for example on rehabilitation, with the World Health Organization. We have also supported the European network—the Comité Permanent de Liaison des Orthophonistes/Logopèdes de l'Union Européenne—to move towards being more efficient and effective.

“The RCSLT produced a narrative linking communication disability to the UN’s Sustainable Development Goals”

Developing evidence-based policy and resources

Gather evidence, engage service users and develop resources

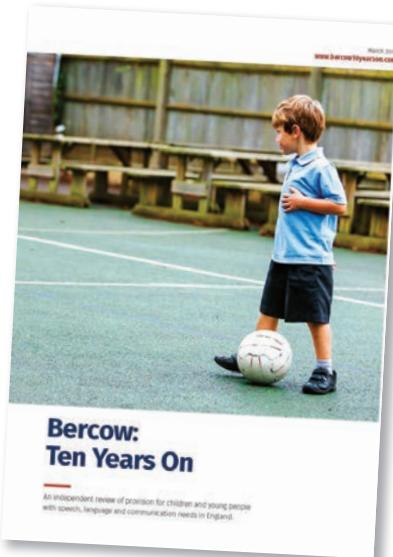
The RCSLT has continued to widen and deepen its joint work with people with communication and swallowing needs, and the organisations that represent them. We met with a number of such organisations in the development of our strategic plan. We are working in partnership with the Stroke Association, Communication Matters, Headway and the Motor Neurone Disease Association to develop a symbol for communication access and underpinning standards. We have also produced joint webinars and factsheets with, for example, Parkinson's UK and the Motor Neurone Disease Association.

Following the publication of the *Bercow: Ten Years On* report in March 2018, we met with ministers from the Department for Education and Department of Health and Social Care to discuss the report's recommendations. As part of the activity to mark the first anniversary of the report, we published an update, which highlighted that 17 of the report's 47 recommendations had been implemented. We also worked with the National Network of Parent Carer Forums to gather the views of parents and carers of children and young people with speech, language and communication needs (SLCN). We invited

organisations to join us in urging the government to take action to improve support for children with SLCN by signing a letter to the Prime Minister. More than 60 organisations supported the letter, including the National Autistic Society, Mencap and Sense.

The current development and update of RCSLT online clinical guidance and resources will include consultation with service users and service user representative organisations for specific resources, such as public-facing webpages and documents.

We worked with the National Deaf Children's Society to develop recommendations for provision of highly-specialist speech and language therapy services for children and young people who are deaf.



Workshops took place with service user organisations on the commissioning of low-incidence, high-need conditions and on developmental language disorder.

In Scotland, the RCSLT worked in partnership with Citizen's Advice Scotland, Inclusion Scotland and Camphill Scotland towards primary legislation requiring Scotland's new social security services to be communication inclusive. There was a joint publication with Alzheimer's Scotland and wide collaboration implementing a new law on the provision of assistive technology.

In Wales, we worked with the Stroke Association, ADHD Connect, Age Cymru, Alzheimer's Society, British Heart Foundation, Carers Trust, Diabetes UK, MS Society Cymru and Parkinson's UK.

In Northern Ireland, 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 have engaged a range of service user organisations, including Early Years, Play Board NI, The Childminders Association of NI, Libraries NI and Save the Children as part of our work on early years.



Respond effectively to government policy developments

The RCSLT has continued to provide the secretariat to the All Party Parliamentary Group on Speech and Language Difficulties. We have also added to our suite of factsheets, with topics including SLTs supporting virtual school heads in England and Parkinson's disease.

Select committee submissions included life chances, the first 1,000 days of life, and special educational needs and disability (SEND), on which we were invited to provide oral evidence. We responded to UK government consultations on school exclusions and children in need, and the review of post-18 student finance and education.

The RCSLT also responded to NHS England consultations on the proposed integrated care contract and a Public Health England consultation on a public health outcomes framework.

We developed a narrative for communication disability to complement the United Nations' Sustainable Development Goals, on behalf of the ICP. We also responded to several National Institute for Health and Care Excellence consultations, including those on acute stroke, dementia, mental capacity and intermediate care.

Understanding the links between communication and behaviour

Speech and language therapists supporting Virtual School Heads

Supporting people affected by Parkinson's

In Scotland, the guidance to the Children and Social Work Act includes speech and language therapy and looked-after children's communication needs. Regular meetings with ministers and others covered topics including service funding and primary care. We have secured Scottish Government funding for a screening and profiling tool.

In Wales, the Assembly Health Committee report on the use of anti-psychotic medication made a specific recommendation that the Welsh Government address the shortage of SLTs working with people with dementia. Posts are now available in five out of seven health boards.

We gave oral and written evidence to the health committee scrutiny of the autism bill and provided joint briefings for AMs ahead of key debates. We are part of expert groups to inform the Additional Learning Needs Code on early years and health.

We have made submissions to the Northern Ireland Affairs Committee on education funding and stroke services and responded to departmental consultations on looked-after children and early years SEND provision. We have continued to influence developments to support the rollout of the Northern Ireland Mental Capacity Act, with an emphasis on communication support and the role of SLTs.



RISK AND FINANCES

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 below (table 2).

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, the Professional Practice and Policy Committee and the Digital Strategy Oversight 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. The Board is satisfied that appropriate controls are in place to manage risks.

TABLE 2: High-level risks to the RCSLT (those risks with a mitigated risk score of 10 or above in accordance with the risk management framework, which are borderline risk appetite or greater, and which require reporting to committees and the Board).

Risk	Mitigation
Digital Strategy — a key project that is developing the RCSLT's overall information technology offering to directly support members in their professional lives.	This is a large-scale project that requires significant financial investment and which impacts on the services the RCSLT can offer its members. It has its own governance committee, on which trustees are represented, together with key senior staff and external experts. This committee meets monthly, reviews the project's comprehensive risk register and reports to the Board.
Loss of investment assets due to poor investment performance due to external factors.	This is being mitigated by monthly reports to management, ongoing daily monitoring by Epoch (investment advisers) with quarterly reports to the Finance and Resources Committee/Board.

Financial review

The overall aim of the 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 2018–2019 were as shown below.

Objective	Performance
To ensure that the organisation has financial models which support strategic goals	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	Membership subscription income: 81% (2018: 78%)
To achieve a ratio of fixed costs to long-term income of no greater than 1:1	Fixed costs: Long-term income Achieved 0.91:1.0 (2018: 0.96:1.0)
To generate an annual surplus before investment gains/losses of between 2-4% of income	Net deficit of 5% of income achieved (2018: net deficit of 5% of income)
To maintain free reserves which represent 6-10 months of anticipated operating costs	Achieved 9.6 months of anticipated operating costs (2018: 10.3 months)
Maintain minimum cash days in hand of 30 days' anticipated operating expenses (or 1.5x the monthly anticipated operating outgoings)	96 days (2018: 155 cash days in hand). Cash in hand includes monies held in instant access deposit accounts. Excluding these balances cash days in hand would be 30 days (2018: 60 days) (Note: this is a snapshot as at balance sheet date – throughout the FY, 30 days or more cash was kept in hand)

Financial performance for the year

The financial position for the year ended 31 March 2019 was a consolidated planned net deficit of £166,000 (2018 net deficit £220,000). The deficit arose due to planned spending of £850,000 on a range of projects in support of our charitable objects.

The RCSLT reported income of £4.6 million in 2018–2019, an increase of 2% on the income of £4.5 million in 2017–2018.

Membership income of £3.7 million (2018 £3.5 million) is the principal funding source for the charity, accounting for 81% of total income. Average membership numbers for the year increased by 0.8%. 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 2018–2019 amounted to £4.8 million, an increase of 2.6% on expenditure of £4.7 million in 2017–2018. The increase is attributable to a number of factors, including higher spend on various projects, such as the digital development project, which led to the launch of our new website in November 2018.

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.

INCOME

2017-2018
£4.5 MILLION

▲ 2%

2018-2019
£4.6 MILLION

EXPENDITURE

2017-2018
£4.7 MILLION

▲ 2.6%

2018-2019
£4.8 MILLION



INVESTMENTS
▲ £0.1M

CASH BALANCES
▼ £0.6M

Financial position at 31 March 2019

At 31 March 2019, the RCSLT has net assets of £9.6 million, a decrease of £0.2 million from the position at 31 March 2018.

Overall fixed assets increased by £0.1 million with spend of £0.3 million on digital development offset by depreciation of £0.1 million and write offs against digital spend of £0.1 million.

Investments have increased by £0.1 million reflecting strong performance on investments in the last quarter of 2018–2019.

Cash balances have decreased by £0.6 million reflecting spend of £0.3 million on digital development and the deficit on operating activities of £0.3 million.

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 six to 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 six to 10 months of operating costs would be sufficient to allow the charity to meet its obligations to its members, staff and other creditors.

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 2019 were £9.6 million (2018 £9.8 million) of which £0.2 million (2018 £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 £0.8 million (2018 £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.

Unrestricted funds amounted to £8.6 million (2018 £8.8 million). After taking account of tangible and intangible fixed assets of £5.2 million (2018 £5.5 million) the charity considers it has reserves of £3.4 million (2018 £3.3 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 9.6 months' (2018 10.3 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 £2.0 million, managed by Waverton Investment Managers Limited; a medium-

term, low volatility portfolio of £1.0 million, managed by Standard Life Wealth; and the balance in cash. In 2018, the Board approved the transfer of the funds held within the medium-term portfolio from Standard Life Wealth to a separate portfolio managed by Waverton Investment Managers Limited.

Realised losses on the disposal of investments were £0.1 million compared to £0.0 million in 2017–2018, while an unrealised gain of £0.3 million was achieved compared to unrealised gains of £0.0 million in 2017–2018.

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 AGM on 27 September 2017, 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	Sir George Cox
Honorary vice presidents	The Baroness Jay The Right Honourable John Bercow MP
Registered office	2 White Hart Yard, London SE1 1NX
Auditors	Haysmacintyre LLP 10 Queen Street Place, London EC4R 1AG
Bankers	National Westminster Bank Liverpool Street Station, 216 Bishopsgate, London EC2M 4QB
Solicitors	Camerons Solicitors LLP 70 Wimpole Street, London W1G 8AX
Investment managers	Waverton Investment Management Ltd 21 St James's Square, London, SW1Y 4HB
Investment advisers	Epoch Wealth Management Ltd First Floor, 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 are four subordinate governing committees: the Finance and Resources Committee, the Professional Practice and Policy Committee, the Digital Strategy Oversight Committee 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 in themselves governing committees (see below for more details on committees and hubs).

The role of the trustees (who are also the legal directors of the company) is primarily to ensure good governance of the organisation. They also provide appropriate representation of the views of 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 14 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 THE FINANCIAL YEAR 2018-2019, THE BOARD MEMBERS WERE:

CHAIR (to 4 October 2018) Mrs Morag Dorward (from 4 October 2018) Dr Della Money

DEPUTY CHAIR (to 4 October 2018) Dr Della Money (from 4 October 2018) Ms Mary Heritage

CHAIR, PROFESSIONAL PRACTICE & POLICY COMMITTEE
(throughout the reporting period)
Ms Mary Heritage

HONORARY TREASURER
(to 4 October 2018)
Mrs Lorna Bailey

HONORARY TREASURER
(from 4 October 2018)
Mr Richard Fass

COUNTRY REPRESENTATIVE FOR ENGLAND
Ms Helen Rae

COUNTRY REPRESENTATIVE FOR SCOTLAND
Mrs Catherine Dunnett

COUNTRY REPRESENTATIVE FOR NORTHERN IRELAND
Ms Rosalind Kyle

COUNTRY REPRESENTATIVE FOR WALES
Mrs Christine Dowle

TRUSTEE FOR RESEARCH
Dr Rebecca Palmer

GENERAL TRUSTEE
Mrs Maggie Cooper

GENERAL TRUSTEE
Mrs Ann Whitehorn

GENERAL TRUSTEE
Professor Caroline Pickstone

GENERAL TRUSTEE
(from 7 March 2019)
Ms Lesley Cavalli

LAY MEMBER (HR/OD)
(to 4 October 2018)
Ms Nikki Richardson

LAY MEMBER (HR/OD)
(from 4 October 2018)
Ms Leasil Burrow

LAY MEMBER (DIGITAL)
Mr John Humphrey

COMMITTEE STRUCTURE

Appointment of Board of Trustees members

Nominations for trustees are sought by advertisement. Candidates are required to complete a skills matrix and have a telephone interview with the chair and 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 chair's 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 financial year 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 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 is a continuing theme being carried forward by the Board of Trustees into 2019-2020.

Professional Practice and Policy Committee (PPPC)

The PPPC considers and makes recommendations upon matters relating to professional practice, standards, policy and public affairs. It 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.

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.

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.

Digital Strategy Oversight Committee (DSOC)

The DSOC meets monthly and comprises three trustees and an expert RCSLT member. Its role is to oversee the development and implementation of the RCSLT's digital strategy at a high level, ensuring the best member digital experience.

RCSLT Hubs

The RCSLT has established 14 hubs across the UK. There are 10 RCSLT Hubs in England. 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. 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.

STATEMENT OF POLICY ON REMUNERATION FOR KEY MANAGEMENT PERSONNEL

The policy of the Board is to report the remuneration of trustees, CEO and the senior management team. The trustees are not remunerated, with the exception of the employer of the honorary treasurer, up to 4 October 2019, which is allowed by the RCSLT's Memorandum of Association and properly approved by the Board. The employer of the chair is remunerated under contract to take account of the considerable time commitment of the 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.

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

Head of Finance and Membership
KAREN WILLIS

Head of Events and Marketing
SARAH MATTHEWS

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 chair and CEO attend regular meetings of the AHPF. As reported in the international section above, the RCSLT has links with the

International Communication Project and the International Association of Logopedists and Phoniatrists. The RCSLT also 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 has also developed 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) 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 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.

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.

RCSLT STAFF STRUCTURE

CHIEF EXECUTIVE OFFICER



This is an extract from the Trustees Annual Report, which has been approved by the trustees, but has yet to be received by the members at the AGM. The full report will be posted online for members to read with the AGM papers, and will also be sent to members who have requested a hard copy.

Edited by Steven Harulow

Cover illustration: Stefan Glerum

Design: Yvey Bailey

Photo Credits: Geoff Wilson, Shutterstock

Printing: Buxton Press



Royal College of Speech & Language Therapists

2 White Hart Yard, London SE1 1NX

Telephone: 020 7378 1200

Registered Charity No.273724 Scottish Registered Charity No.SCO41191 Company Registration: 518344 VAT: 821 1602 77