

# Where do we go from here?

**Three year plan: 2006 - 2008**



## Inside...

The President explains the thinking

**The Membership:**  
Making sure we deliver

**The Organisation:**  
Taking on the challenges

**The Vision:**  
Appreciating what the future may hold



# Where do we go from here?

# The main points

In the Autumn, UK Council spent two days discussing the future of the Society and College.

Where would we like the SCoR to be in three years' time? What are the priorities for the organisation – and the profession?

What does the future hold? How do we respond? How do we lead?

From their deliberations, Council identified three fundamental strands on which the Society and College needs to focus between now and 2008:

- The Membership – Making sure that we deliver the services and resources members need and expect from the Society.
- The Organisation – What kind of organisation do we need to meet the challenges that lie ahead? How can it benefit the members and the profession?
- The Vision – What does the future hold? Unless we understand where healthcare in the UK and radiography is headed, how can we ensure that the first two strands – Membership and Organisation – are

developed in the right direction? What are the opportunities? What are the threats?

For the past several months, members of Council and the organisation's officers have been creating a strategy that will determine the Society's direction over the next three years.

On the facing page is a summary and the following pages provide more detail. A detailed workplan is being prepared to take each part of the strategy forward.

We want your feedback. Do you agree with our proposals? Is there anything we have missed?

Please direct any comments to your member of Council. A list of Council members and how to contact them is on the outside back cover of this booklet.

Tell us what you think. We want to know.

**Hazel Harries Jones**  
President  
April 2006

## The Membership

- Structure – Involving members at all levels;
- Understanding members' views, desires and needs;
- Profile and presence – Building the influence of the organisation and the profession;
- Growth – Active programme to retain and recruit members.

## The Organisation

- Organisation will be effective and efficient, providing leadership and direction
- Organisational structures will encourage leadership;
- Accountability and responsibilities of office holders and staff clearly defined;
- Functions and operation will relate to policy and be target driven;
- Infrastructure will provide effective support;
- Appropriate training and development.

## The Vision

- Influence through partnerships and collaborative working;
- Create a Visioning Group to develop thinking;

- Involve ourselves with leaders and develop communication pathways;
- Match activity to future health care development;
- Review domestic and international relationships and prioritise alliances.



# The Membership

*Making sure we deliver*



The SoR will work to create a meaningful relationship with its members by improving communication and promoting active engagement with members in all parts of the radiographic community. In addition, the SoR will work to raise the profile and presence of the profession and increase membership numbers through a planned programme of recruitment and retention.

## Rationale

Services and representation are what most radiographers seek through membership of SoR. Membership subscriptions provide by far the largest income source for our organisation. The dual role of the Society to be a membership organisation and to promote, develop and lead the profession is enabled and supported by the willingness of radiographers, allied professionals, support staff and others to join and remain in membership.

Our structure provides for central leadership from UK Council with influence and communication channels to reach through the regional/devolved national committees and councils and via the network of accredited representatives to members throughout the UK.

Engaging with members and encouraging participation is an objective that not only helps to ensure our future

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strength and financial viability, it also opens the potential to provide ever more effective leadership of the profession in the rapidly changing context of modern healthcare.

Within the Membership theme, Council identifies four directions for the development of objectives and action over the next three years:

### a. Structure

Developing our established methods of communication and engagement and seeking new ways to involve members at all levels. Specifically looking at:

- Accredited Representative Network;
- Regional/National Structure;
- SIGs and Networks.

### b. Meaningful Membership

Developing our understanding of members' views, desires and needs of the organisation, whilst encouraging participation and contribution.

### c. Profile and Presence

Continuing to build the influence of the organisation and of the profession in the various

arenas in which we operate.

### d. Growth

Not just as a result of work in all other areas but as an active programme to seek members and to recruit.

## Objectives

### 1. Structure

- Build, support and train the accredited representative network.
- Further development and support of Regional/Devolved National Structure.
- Strengthen links through all structures to Council.
- Actively promote Council membership and encourage contested elections for all vacancies.
- Develop closer links to Special Interest Groups and Networks.

### 2. Meaningful membership

- Plan and commence a programme of periodic membership surveys with clear process to see results influencing Council work on policy and strategy.

# The Organisation

## *Taking on the challenges*

The strategic aim is to develop the organisation so that it is able to meet the challenges that lie ahead and bring benefit to the membership and the profession of radiography

- b. Develop new approaches to communication to encourage active two way engagement with all members through structures (see above) and other means.
- c. Promote involvement through SIGs/networks/RCs and NCs/Reps/CPD Now by demonstrating ability to influence both within and outside the organisation.
- d. Portray membership benefits to existing as well as to prospective members.

### 3. Profile and Presence

- a. Promote SoR and its structures to the membership, highlighting contributions of reps, council membership, etc.
- b. Portray work on promoting SoR political activity and profile to membership.
- c. Use structures and individual opportunities to involve members in political and other activities that raise profile.
- d. Professional policy development, activity and influence to be made more 'public'.
- e. Promote SCoR influence on international stage.

### 4. Growth

- a. Planned programme of recruitment and retention of members from all parts of the radiographic and related workforce.
- b. Specific attention to independent sector and other areas of low recruitment.
- c. Review the ability of the SoR to respond to member needs across the widening membership base. Ensure the organisation is 'fit for purpose'.
- d. Actively publicise membership benefits and review recruitment materials.

### Rationale

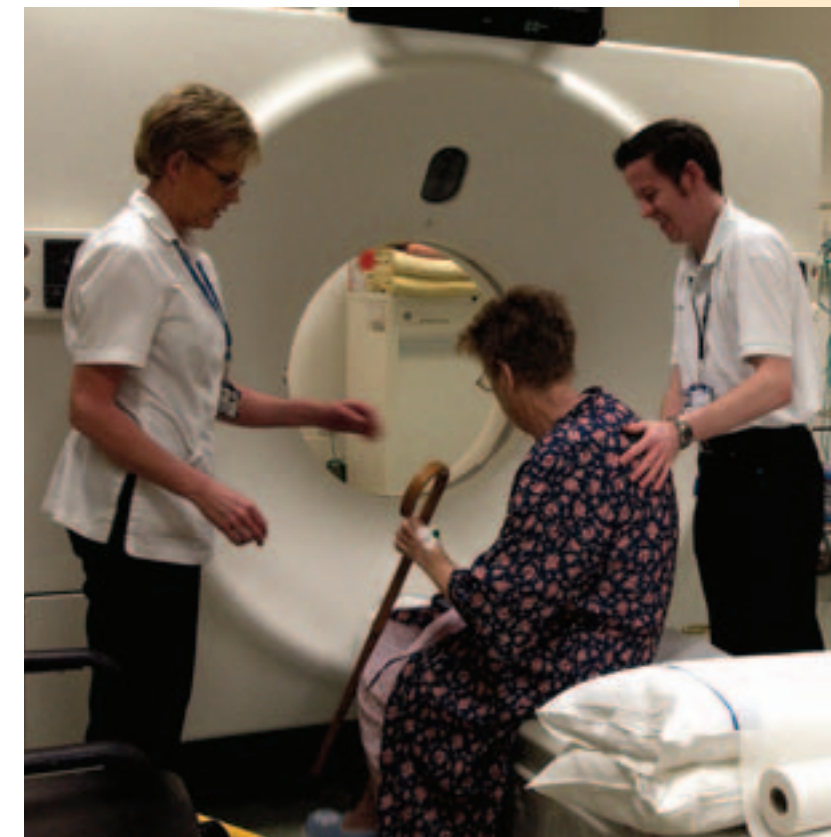
The Society of Radiographers is required to be a flexible, dynamic organisation that anticipates and readies the profession and its membership for change. These changes include:

- The nature of health care delivery in the UK;
- The wider political influences across the four countries of the UK, within Europe and internationally;
- The increasing complexity of the law affecting professions, charities, trades unions and companies;
- The diversification of the clinical imaging and radiotherapy and oncology workforce;
- The advance of technology, both generally and in clinical imaging and radiotherapy and oncology;

As a flexible, dynamic organisation, opportunities and benefits may be capitalised upon, and threats and risks averted, minimised or turned to become advantages.

### Objectives

1. Council will function effectively to provide the future oriented leadership and direction needed by the membership and the profession.





2. Organisational structures (Council, National Councils/Regional Committees, senior paid officers and staff) will enable future oriented leadership and direction.
3. Organisational structures, accountability and responsibilities of office holders and staff will be clearly defined and understood.
4. Organisational and individual accountability will be evident, together with structures and mechanisms to ensure optimal performance.
5. Organisational functions and operations will

- demonstrate a relationship to policy determined by the Council and be goal or outcome driven.
6. Infrastructure will support functions and operations of the organisation effectively.
7. Functions and operations of the organisation will be supported by appropriate training and development
8. The organisation in its several roles, including its role as a good employer, will be both effective and efficient.

# The Vision

*Appreciating what the future may hold*

The SoR will increase its political influence and impact in the field of health policy. It will adapt to meet the changing needs of members and will actively seek to understand the future of diagnostic imaging services, radiotherapy and wider health care policy. By becoming the body that holds this knowledge, we will strengthen our position as the unique voice for the profession in the UK and be a leading stakeholder internationally.





### Rationale

The SCoR must engage with policy formers in governments across the UK and with leaders in industry to ensure the future for health care is not a series of surprises and pitfalls.

Rapid change in domestic policy has allowed successive governments the opportunity to control and regulate what we do and how we work. By skilful manipulation and careful lobbying we need to illustrate that, as an organization, we have value. Also, that we have ideas that will benefit service design and delivery.

As the global health care market develops and industry controls the design and funding of services, more than ever we need to engage and create strong working relationships with national and international bodies to raise our profile and to sell our services.

### Objectives

1. Seek to influence the whole environment or target sections through suitable partnerships and collaborative working.
2. Creation of a Visioning Group (membership to include influential, external people, industry and possibly patients), who will meet twice a year and



- publish an annual review. This group will provide a vehicle to introduce and develop thinking.
3. Examine the options to involve ourselves with cross party leaders and thinkers and develop clear communication pathways to deliver key messages and ideas.
4. There has to be an examination of the current activity to develop the profession and match this

- to future health care development. Where gaps exist, the SCoR will need to establish new work streams which can map a changing workplace and develop new skills to meet service need.
5. Review existing domestic and international relationships and, if necessary, prioritise our alliances to those who best meet our needs and objectives.

# Council

*We welcome your comments. Please contact your member of Council.*

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