



SoR
THE SOCIETY OF
RADIOGRAPHERS



Annual Report 2019

Much to celebrate

THE OBJECTIVES

The objects for which The Society is established are:

- To promote and develop for the public benefit the science and practice of radiography and radiotherapeutic technology and allied subjects
- To promote study and research work in radiography and radiotherapeutic technology and allied subjects and to publish the results of all such study and research
- To further public education therein
- To protect the honour and interests of persons engaged in the practice of radiography and radiotherapeutic technology and allied subjects including the regulation of relations between such persons and employers and employers' associations
- To further all such objects which a trade union may lawfully pursue in accordance with statute

THE SOCIETY OF RADIOGRAPHERS

The Society is the professional body for those practising in medical imaging and radiation therapy.

REGISTERED OFFICE

207 Providence Square, Mill Street, London SE1 2EW

COMPANY SECRETARY

Richard Evans

207 Providence Square, Mill Street, London SE1 2EW

AUDITORS

Crowe UK LLP, Chartered Accountants

St Bride's House, 10 Salisbury Square, London EC4Y 8EH

BANKERS

Unity Trust Bank plc

Nine Brindleyplace, Birmingham B1 2HB

SOLICITORS

Veale Wasbrough Vizards

Narrow Quay House, Narrow Quay, Bristol BS1 4QA

INVESTMENT MANAGER

Rathbone Investment Management Ltd

Port of Liverpool Building, Pier Head, Liverpool L3 1NW

The Society of Radiographers is a company limited by guarantee.
Registered number 169483.

The College of Radiographers is a limited company
and a registered charity. Registered number 1287383.
Charity number 272505

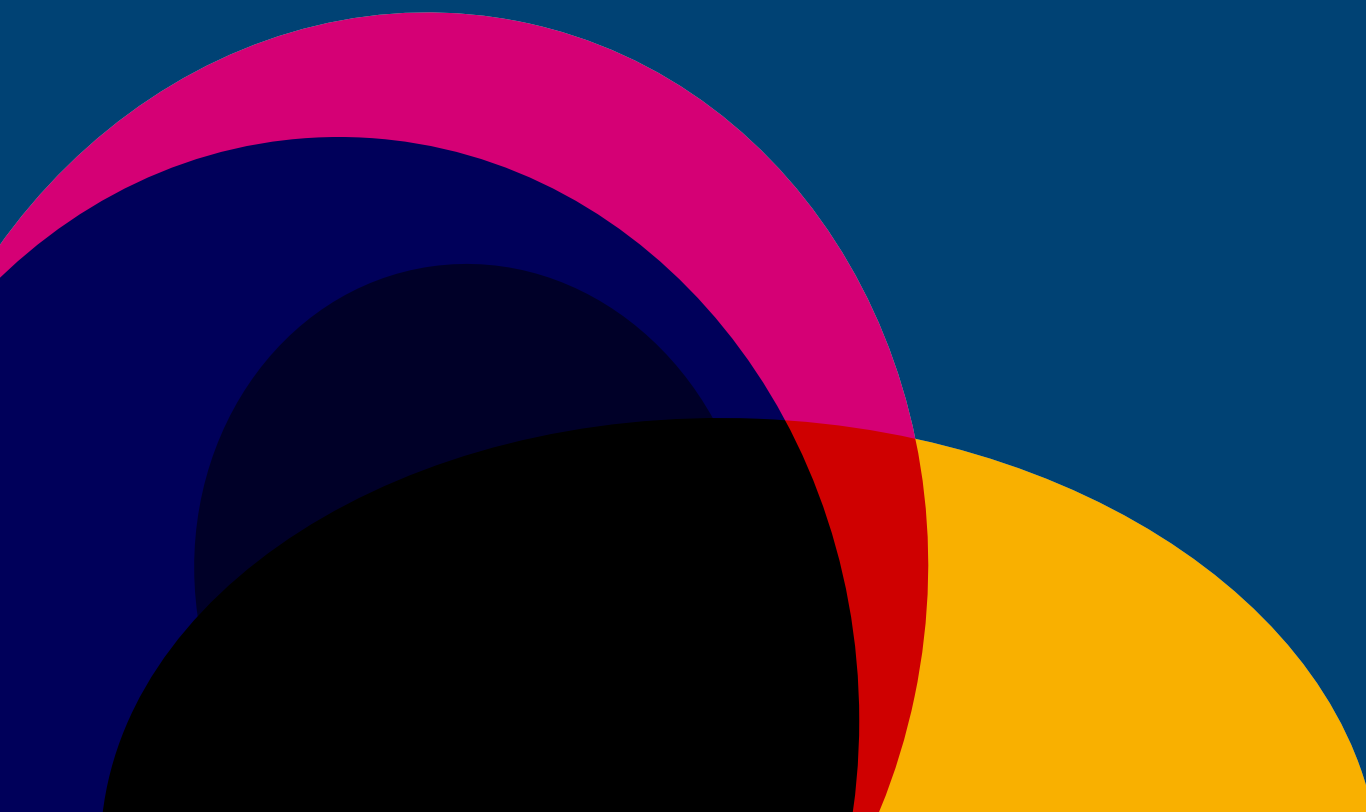
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THE 2018/19 UK COUNCIL OF THE SOCIETY OF RADIOGRAPHERS



Back row left to right: Tom Beaumont (South West); Karen Smith (Yorkshire and North Trent); Claire Donaldson (Scotland); Dave Pilborough (Midlands); Vas Nevrides (London); Tom Welton (North West); Ross McGhee (Scotland); and Phil Cosson (Northern).

Front row left to right: Gareth Thomas, Chair of Council (Wales); Sue Webb, President (Eastern); Gill Hodges, President-Elect (Northern Ireland); and Chris Kalinka, Vice-President (Wales).



Steve Herring
(South East).



John Burton
(Scotland).

MEMBERS OF THE UK COUNCIL (DIRECTORS OF THE SOCIETY OF RADIOGRAPHERS)

For the period of this Annual Report and until 31 December 2018

Elected Officers

| | | |
|--------------------------|------------------------------|---|
| President | To 11.07.18 From 11.07.18 | Mr G Thomas MSc BSc (Hons) PgCUTL FHEA Mrs S Webb BSc (Hons) |
| President Elect | To 11.07.18 From 11.07.18 | Mrs S Webb BSc (Hons) Mrs G Hodges DCR (T) |
| Vice President | To 11.07.18 From 11.07.18 | Mrs G Hodges DCR (T) Mr C Kalinka MSc DRI DCR(R) |
| Immediate Past President | To 11.07.18 From 11.07.18 | Mr S Herring BSc (Hons) PgD Mr G Thomas MSc BSc (Hons) PgCUTL FHEA |

Regional Representatives

| | | |
|-------------------------|------------------------------|---|
| Scotland | From 11.07.18 | Mr J Burton DCR(T) Miss C Donaldson BSc (Hons) Mr R McGhee BSc (Hons) Mrs K Smith MSc DCR(T) |
| Yorkshire & North Trent | | Dr P Cosson DCR(R) BSc PgC PGCE D.Prof |
| Northern | | Mr A Powell BSc (Hons) (R) |
| North West | To 11.07.18 From 11.07.18 | Mr T Welton BSc (Hons) Mrs G Hodges DCR (T) |
| Northern Ireland | | Mr G Thomas BSc (Hons) PgDip FHEA |
| Wales | | Mr C Kalinka MSc DRI DCR(R) |
| Midlands | | Mr D Pilborough BSc (Hons) (T) |
| Eastern | | Mrs S Webb BSc (Hons) |
| London | To 11.07.18 From 11.07.18 | Mrs S Hassan DCR(T) Mr V Nevrides BSc (Hons) |
| South East | | Mr S Herring BSc (Hons) PgD |
| South West | | Mr T Beaumont BSc(Hons)(R) |

SENIOR OFFICERS OF THE SOCIETY OF RADIOGRAPHERS

| | |
|------------------------------------|---|
| Chief Executive Officer | Mr R Evans OBE HDCR |
| Director of Professional Policy | Mrs C Beardmore FCR, MBA (Open) DMS DCR (R) & (T) |
| Director of Industrial Strategy | Mr W Town MA DCR(T) DLS |
| Director of Finance and Operations | Mr D Goulds MBA FCMA FCIS (to 2 December 2018) |
| Director of Finance and Operations | Mr D Manek FCCA MSc (from 3 December 2018) |

ELECTION OF PRESIDENTIAL OFFICERS

In July 2018 Susan Webb was duly elected President; Gill Hodges President-Elect and Christopher Kalinka Vice-President for the coming year. Gareth Thomas took on the role of Chair of Council and Immediate Past President.

BALLOTS FOR COUNCIL OFFICERS

Two members reached the end of their term of office on 11 July 2018 and decided not to stand again:

| | |
|-------------------|------------|
| Mr A Powell | North West |
| Mrs Sheila Hassan | London |

Elected to these vacancies were:

| | |
|--------------------|------------|
| Thomas Welton | North West |
| Vasillios Nevrides | London |

Ross McGhee was elected to the vacancy in Scotland that had been open since Norma Wilson's resignation on 30 June 2017.

COUNCIL MEETINGS

The Council met seven times during the period of this Annual Report and was led by the Immediate Past President, Gareth Thomas until 11 July 2018 when the current President, Sue Webb was inaugurated.

THE COLLEGE OF RADIOGRAPHERS BOARD OF TRUSTEES

The College of Radiographers, a registered charity, is a wholly owned subsidiary of the Society of Radiographers. It carries out activities for the Society by agreement.

The business of the College is overseen by a Board of Trustees, the governing body of the College. The responsibility for the overall management and organisation of the charity rests with the Board.

The Board, who are also the directors of the company, comprise six external trustees, representing professions including legal, financial and medical, who are selected by interview, and six trustees drawn from or appointed by the Society's UK Council. (Numbers exclude The Society President and the Chair of the College Board.)

The induction and training of trustees is conducted according to need. Council members and College Trustees are indemnified by a director's and officer's insurance.

The Board meets four times a year. The College Trustees published their first impact report in 2018. This contains more detail on the College and its work and can be found at <https://www.sor.org/about-us/college-board-trustees/what-impact-college-radiographers>

THE COLLEGE OF RADIOGRAPHERS BOARD OF TRUSTEES (CBOT)

| | |
|---|---------------|
| Mrs S Mathers FCR MSc DCR(R) | Chairman |
| Mrs K Smith MSc DCR(T) | |
| Mr D Adrian-Harris TD JP MPhil BA (psych) TDCR HDCR | |
| Mrs S Hassan DCR(T) | |
| Mr S Herring BSc (Hons) PgD | To 11.07.18 |
| Mr C McCaffrey | |
| Ms A Vinall MSc BSc (Hons) | |
| Mr G Thomas BSc (Hons) PgCUTL FHEA | |
| Mrs S Webb BSc (Hons) | |
| Mrs J Jones | |
| Mr I Wolstencroft CPFA | |
| Mr C Kalinka MSc DRI DCR(R) | |
| Dr Stephen Davies | |
| Mrs G Hodges DCR (T) | |
| Dr P Cosson DCR(R) BSc PgC PGCE D.Prof | From 11.07.18 |

The UK Council members and College Trustees are indemnified by directors and officers insurance.



Left: Sue Webb, *President 2018/19*

Middle: Gareth Thomas, *Chair of UK Council and Immediate Past President*

Right: Richard Evans, *Chief Executive Officer*

MUCH TO CELEBRATE

The Society has had another excellent year by any measure.

Financially, the organisation is in robust health.

- Membership continues to rise.
- We published an ambitious and forward-looking three year strategy.
- The NHS Pay Offer was agreed and implemented for most of the UK (we continue to fight for members in Northern Ireland).
- World Radiography Day was the biggest and best yet.
- We increased our commitment to patient safety and care, and developed a strategy to support enhanced patient engagement.
- We extended our influence in national policy initiatives in all four countries of the UK.

How does the money stack-up?

You will see from the commentary and graphics elsewhere in this report that the Society's financials are looking good.

The results for this financial year are presented on a consolidated basis for the first time, with the group - the Society AND College of Radiographers - no longer qualifying as 'small' under the Companies Act 2006, and so we had to change accounting procedures.

UK Council did not raise membership fees for the 2017-18 financial year and the additional income comes from an overall net increase in members. This is particularly pleasing against a backdrop of declining trade union membership in the UK.



2018 FINANCIAL HIGHLIGHTS



Taking control of the future

Every three years the Society takes stock of where it has been and, most importantly, where it should go. Amongst our key strategic ambitions for the 2018-20 Strategy, there are three themes:

- **'Be Informed by the Voice of the Patient'** is becoming increasingly central to everything that we do. The more we increase engagement with service users, the better we will be able to deliver truly compassionate care.
- **'Enhance Stakeholder Understanding of Radiotherapy and Imaging'**. The radiography profession is, at times, under-appreciated and it is vital to our members that their professional body and trade union is seen to be both raising awareness of radiographers and the unique and essential role of radiography.
- **To 'Represent and Promote Member Interests'** is, of course, crucial and core to the Society's existence.

Like the other threads which run through our work, they promise exciting and interesting times ahead. Most importantly, the Strategy will help us to meet and use to our advantage the challenges in the future.

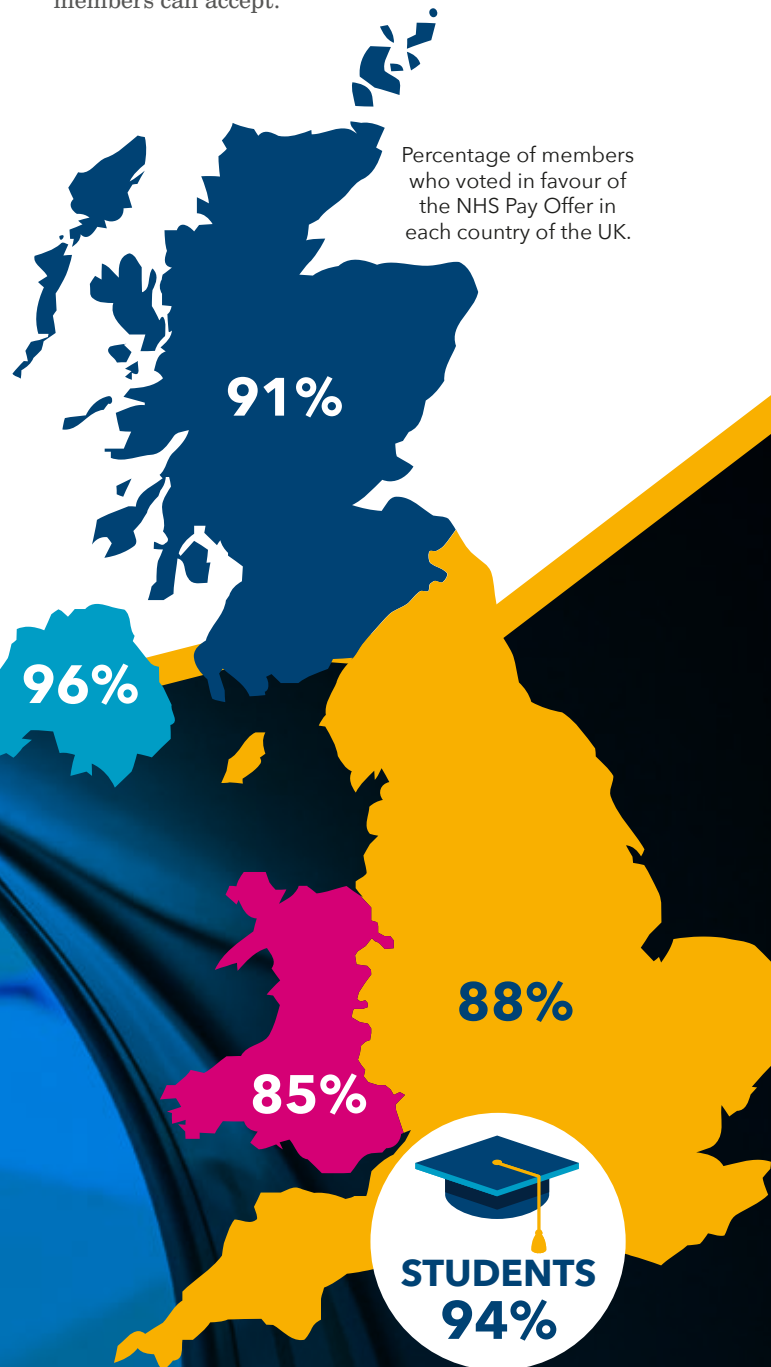
Go to page 15 to find out more about the strategic priorities.

Pay

A consultation with Society members asking whether they would accept the NHS Pay Offer saw a huge vote in favour:

Members in Scotland (91%) followed once negotiations were concluded with the devolved government. And the deal has been implemented, with the exception of Northern Ireland, where the continuing lack of a functioning government has left radiographers and other healthcare staff in a state of limbo. The Society and the other health unions continue to press for a settlement which members can accept.

Percentage of members who voted in favour of the NHS Pay Offer in each country of the UK.



TOTAL FUNDS UP 7.1%



TOTAL EXPENDITURE UP 2.1%



STUDENTS 94%



Celebrating radiographers and radiography

World Radiography Day is a key date for the Society and the organisation's 30,000 members. In 2018 more than 1100 World Radiography Day packs were distributed to radiology departments throughout the UK.

The posters, stickers, badges, balloons, and careers information help members to promote the profession and raise awareness of the vital contributions diagnostic and therapeutic radiographers make to modern healthcare.

An eight-page supplement in Synergy News illustrated the profession's enthusiasm and passion.

Bringing patient centred care and patients into the heart of decision making

The IR(ME)R 2017 IR(ME)R (NI) 2018 regulations came into effect in February 2018 and the Society responded with information, advice and guidance for members to help them come to terms with the new requirements, and make the necessary changes to procedures.

Another patient-focussed initiative was the publication of a values-based practice handbook for diagnostic and therapeutic radiography. It is written to encourage radiographers to engage in shared evidence-based decision making with their patients, using dialogue about values.

We are all familiar with the concept of evidence-based practice but VBP considers the patient's values alongside the evidence-base in decision-

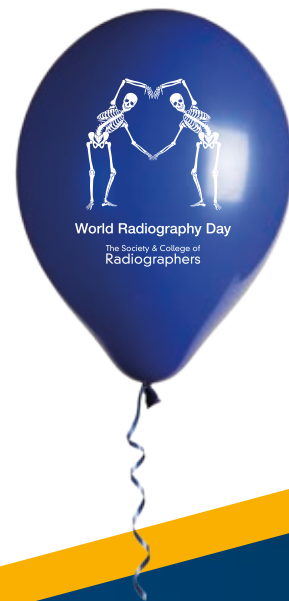
making. It is a whole-systems approach where patients are put at the centre of service delivery across health and social care.


Another document which brings patients into the heart of the decision-making processes is recommended reading for all radiography professionals. 'Patient Public and Practitioner Partnerships within Imaging and Radiotherapy: Guiding Principles' uses authentic patient stories to illustrate the impact patient centred care has on patients, carers and the public.

Dr Leslie Robinson, who led the group which created the document, said, "The NHS Five Year Forward View lays out its vision for a shift in power to patients and the public.

"We have an NHS that, at its best, is of the people, by the people and for the people. We need to engage with communities and citizens in new ways, involving them directly in decisions about the future of health care services."

Please take a few minutes to browse through this report and learn more about the Society and College and our work.





ENSURE THE PATIENT VOICE IS INTEGRAL

The words ‘pathways’, ‘viewpoint’, ‘centred’, ‘experience’ and ‘voice’, when prefixed with the word ‘patient’, reflect the ‘No decision about me, without me’ philosophy being applied across all aspects of healthcare.

The publication of the College of Radiographers’ P4 document: ‘Patient Public and Practitioner Partnerships within Imaging and Radiotherapy: Guiding Principles’ was the result of a research scoping workshop which asked ‘How best to engage/involve patients as stakeholders?’

It looked beyond patient centred care and brought patients into the heart of the decision-making processes in service delivery, service development, education and research.

The feedback and ideas from a cross-section of patients advised the process to embed patient and public engagement throughout the organisation, as well as raising awareness of Patient Public and Practitioner Partnerships (PPPP) with radiographers, managers, educationalists, researchers and students.

Within each section of the document there are a set of core values from the patient perspective for clinical practice such as ‘Introduce yourself and tell me your role in the management of my care’ and ‘Treat me as an individual and explain the purpose of the procedure with specific reference to the management of my particular case’.

A two-year action plan to promote the principles in the PPPP document includes a higher profile for the College’s Patient Advisory Group (PAG) on the

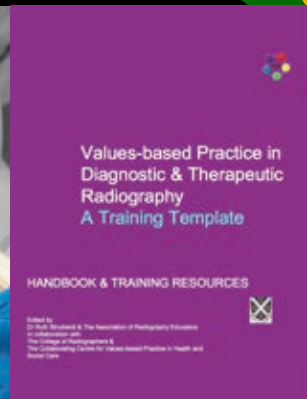
website, development of ‘adaptable pledge’ posters for departments which set out ‘What you can expect from us?’ and ‘How you can help us to help you?’, as well as a patient led study day.

Other actions include a special award by PAG for the radiographer or team of the year who show exemplary patient care, ensuring that student radiographers are aware of patient expectations, and promoting research that is focussed on the service user.

Patients are being encouraged to use the hashtag #MyRadiography when they talk about their diagnostic imaging and radiotherapy experiences on social media.

Another key document published during the year was ‘Values-based Practice in Diagnostic & Therapeutic Radiography: A Training Template’. Clinicians are familiar with the concept of evidence-based practice but not all are aware of VBP, which considers patient’s values alongside evidence-base in decision-making.

Patient values encompass the unique preferences, concerns and expectations that each patient brings to a practice encounter. The document recognises that sustainable implementation of VBP depends on a whole-systems approach, in addition to adoption by individual practitioners.



Patient Public and Practitioner Partnerships

REPRESENTING AND PROMOTING MEMBER INTERESTS



Warren Town, Director of Industrial Strategy



Our message to the Department of Health in Northern Ireland.

PAY VICTORY!

More than a million radiographers, other allied health professionals, cleaners, nurses, security guards, emergency call handlers, midwives, and other NHS staff benefitted from a three-year pay deal backdated to April 2018.

Members of the 14 health unions, including the Society, resoundingly endorsed the deal, which meant a 6.5% increase for most staff over three years, with more for the lowest paid.

In England 88% of Society members who voted said 'Yes'. In Northern Ireland it was 96%, and in Wales 85%. A vote in Scotland, once a deal had been agreed with the devolved administration, was 91% in favour.

However, frustration quickly followed in Northern Ireland where the lack of an elected government has led to a protracted impasse with the Department of Health, which continues at the time of writing.

The lack of a negotiated agreement has left our members in Northern Ireland treated like second class citizens.

WORKPLACE REPS AT HEART OF TRADE UNION SUPPORT

The Society has more than a thousand representatives in departments and workplaces across the United Kingdom.

In 2017/18, 249 new reps were trained across three categories: Industrial relations 128, Health & Safety 60, and Union Learning 61.

There has been a concerted effort to reduce the time from a rep being elected by members and receiving training. New reps are now offered a training place in three months.



CONDEMNING INCREASED COSTS ON PUBLIC SECTOR PENSIONS

The government must not expect public sector employers to fund higher pension contributions because of accounting changes forced on the scheme by HM Treasury, according to an Emergency Motion by the Society at the 2018 TUC Conference.

“Our concern is that this change is a unilateral, technical decision made by government that will significantly increase pension costs for employers at a time when public services continue to suffer from the effects of years of austerity,” commented Paul Moloney, the Society’s industrial relations manager.

“Unless the government fully funds the increase in contributions, employers may be tempted to introduce cheaper pension provision, or further cut public services that have already been damaged and destroyed by repeated budget cuts,” he continued.

HEALTH & SAFETY REPS IN DIPLOMA FIRST

In a first for the Society, trade union reps are training for a TUC accredited diploma to develop their understanding of health and safety principle and practice.

An added bonus is that the course is available to reps at no cost thanks to an SoR subsidy. It normally costs almost £2000.

This is a significant investment by the Society to ensure that health and safety representatives can obtain a recognised qualification to help them improve the workplace for members.

OUTRAGE AT PENSION DISCRIMINATION SUFFERED BY LGBT FORMER SERVICE PERSONNEL

Despite significant progress having been made to equalise employment rights for the LGBT community, “there is still an injustice that remains untouched,” Chris Kalinka, the Society’s vice-president, advised delegates at the TUC Conference.

The conference overwhelmingly voted to support the SoR’s motion for trade unions to campaign to reinstate pension rights to service

personnel who were dishonourably discharged from the armed forces because of their sexual orientation.

“It is a disgrace that we had to wait for the European Court to rule that discharging members of the armed forces on the grounds of their sexuality was illegal,” Chris said. “Even worse, those who were dishonourably discharged lost their pension rights.”



Left to right: SoR industrial relations rep and Northern Ireland Council member Sarah O’Hare; Gill Hodges, SoR president-elect and Northern Ireland member of UK Council; therapeutic radiographer Gemma Andrews; and Leandre Archer, national officer.

RADIOGRAPHERS SHOW SOLIDARITY AT NHS 70TH BIRTHDAY RALLIES

Radiographers joined thousands of other people who marched in central London and Belfast to celebrate the NHS’s 70th birthday and demand more investment in public healthcare.

Addressing the rally in London, Society chief executive Richard Evans said, “SoR members love the NHS and fight passionately for healthcare for all, and we know that radiographers always go the extra mile.

“However, like workers across the whole of the NHS, Society members provide world-class services, too often with second class resources, and under investment in workforce and in the highly technical equipment that we need to do our jobs. And this is why we promise to campaign and fight to keep the NHS alive.”



Lucy Bowdery from award sponsors Howard Kennedy and Gareth Thomas, Society President, present Tom his prize

THOMAS WELTON IS UK REP OF THE YEAR

A workplace representative from the Royal Albert Edward Infirmary in Wigan picked up the Society of Radiographers Rep of the Year award.

Tom Welton added the national award to the regional award for the North West, standing out in an extremely competitive field.

Vice president of the Society, Gill Hodges, hosted the awards and read a citation stating: “Responsible for representing over 100 staff, Thomas has shouldered the responsibility with great poise and confidence, tackling issues around safety, recruitment and retention, CPD and pay.

Tom said, “To be crowned the UK Rep of the Year was unbelievable. I’ve had something of a turbulent year, but getting this award has warranted all the hard work and extra hours I have invested.”

Tom and the other regional winners were presented with their awards at the Society’s Annual Delegates Conference, where more than 80 motions were debated.

ADC SHAPES SOCIETY POLICY

NHS PAY was the number one item on the agenda at the Annual Delegates Conference, with delegates taking a crucial vote to support the Society's position on the recently announced pay offer, but as ever, a whole range of interesting and wide-ranging debates occupied delegates over two days in Leeds. Below is a small selection:

The future of **radiotherapy** was the subject of a fierce debate. The motion called on the Society's UK Council to oppose NHS England's plan to remove complex or rarer cancer radiotherapy from smaller regional departments, citing the potential damage this could have on recruitment and retention of staff and the impact on patients having to make longer journeys.

Two motions tackled the subject of **mental health**, leaving delegates with much to ponder and very few dry eyes in the room with some extremely brave and moving speeches. Motion 38, moved by Sue Webb on behalf of UK Council, focused on children's mental health, and asked conference to lobby for more mental health professionals to be trained and employed in schools.

Motion 39, meanwhile, asked UK Council to lobby the Department of Health to ensure adequate mental health provisions were in place for those who need it. Seconding the motion, was Jo Ruberto from London Region, who spoke out about how mental health has affected her personal life, earning a rapturous standing



ovation from delegates, who were deeply moved.

Motion 54, moved by the Society's equality and diversity network, Equalise, asked delegates to back a version of the 'Rooney Rule', a scheme introduced in American Football whereby teams are required to interview **Black, Asian and Minority Ethnic** candidates for coaching roles. Martha Abernathy moved the motion and said: "In the NHS, white colleagues are almost twice as likely to be appointed from a shortlist as those from a BAME background."

Another motion asked conference to uphold guidance from NHS England 'to make it a legal requirement to have a face to face interpreter available (for **patients**) for medical imaging appointments of all kinds.'



MENTAL HEALTH MOTION AT TUC RECEIVES WIDE SUPPORT

THE IMMEDIATE past president of the Society, Gareth Thomas, spoke eloquently in support of a campaign to improve funding for mental health services at the TUC conference.

A composite motion from the Society and UNISON condemned the lack of trained staff or funding for the support and treatment of mental health patients.

Gareth said that "Systematic under-funding of mental health services continues. Cuts have led to a situation where there is enormous demand with little capacity to meet the need. In the five years up to 2016, mental health trusts in England have had £600 million slashed from their budgets. Meanwhile the number of people seeking help has jumped by almost 500,000 a year."

IMAGING AND RADIO THERAPY PROFESSIONALS AT THE HEART OF A HEALTHIER NATION

The three-year strategy for 2018-20 was published during the year. Gareth Thomas, the 2017/18 president of the Society and College, said, “Every three years the SCoR takes stock of where it has been and, most importantly, where it should go.

“**Be Informed by the Voice of the Patient** is a theme which is becoming increasingly central to everything that we do. The more we increase engagement with service users, the better we will be able to deliver truly compassionate care.

“Another theme is to **Enhance Stakeholder Understanding of Radiotherapy and Imaging**.

The radiography profession is, at times, under-appreciated and it is vital to our members that their professional body and trade union is seen to be both raising awareness of radiographers and the unique and essential role of radiography.

“To **Represent and Promote Member Interests** is, of course, crucial and is well represented in this Strategy.

“These are just a few of the areas we shall be addressing over the next three years and like the other threads which run through our work, they promise exciting and interesting times ahead.”

Go to bit.ly/2K7SS3j for the full document.

Our Vision

Imaging and radiotherapy professionals at the heart of a healthier nation

Our Values

Integrity, Advocacy, Transparency, Courtesy, Equality

Society Mission

Members of the Society of Radiographers will influence locally and nationally to improve healthcare for society through:

- Promotion of social justice
- Public service
- Personal and professional development

College Mission

The College of Radiographers will promote imaging and radiotherapy science and practice for the benefit of all.

We will do this through:

- Standards for education and practice
- Promoting and conducting research
- Listening to patients and service users

Our Priorities

Represent and Promote Member Interests

Ensure a Safe Place to Work and Quality Healthcare

Ensure the Patient Voice is Integral

Enhance Stakeholder Understanding of Radiotherapy and Imaging

Raise the Impact of Radiography World-wide Through Patient Focussed Research

Influence and Control Future Design and Delivery of Services

Support Professional Education and Development

Be Informed by the Voice of the Patient

Develop and Promote Professional and Educational Standards

Support the Education and Development of Radiography World-wide

High Performance Good Governance

A BUSY AND PRODUCTIVE YEAR

Charlotte Beardmore, Director of Professional Policy



MAKING AN IMPACT

"Most people are clear about what the Society of Radiographers does, but perhaps the work carried out by the College is less well understood," Sandie Mathers said at the launch of the College of Radiographer's first Impact Report.

Sandie, the current chair of the College Board of Trustees and a former president of the Society, explained that as a registered charity there is an expectation by the Charity Commission that the College will publish an impact report that gives a "comprehensive picture of the work, achievements and outcomes."

The full report and a summary are available at <https://bit.ly/2YXrk1>



ENSURE A SAFE PLACE OF WORK AND QUALITY HEALTHCARE

Our diagnostic imaging services quality standard collaboration with the Royal College of Radiologists (RCR) continues to go from strength to strength.

Now at the next stage in its development, a new brand has emerged to support departments to manage the quality of their services and make continuous improvements: QSI - Quality Standard for Imaging. (Previously known as ISAS.)

The Colleges are developing a range of materials and interactions which will help services meet the standard through a five-point staged approach leading to accreditation. All imaging services in Wales and Northern Ireland are being accredited to the standard, and in England 31 services have achieved accreditation with 96 services formally involved in the scheme.



EDUCATIONAL AND PROFESSIONAL STANDARDS AND ACCREDITATIONS

The College of Radiographers works to ensure that all UK programmes of education and training for the clinical imaging and oncology radiographic workforce continue to be to the highest standards.

The Approval and Accreditation Board (AAB), comprised of expert volunteers and supported by the College's professional team, provides advice and guidance. The more than 80 volunteer assessors provided programme approvals/re-approvals and individual accreditations during the year for:

- 6 pre-registration programmes
- 2 post-registration
- 6 short courses
- 2 assistant practitioner programmes
- 75 assistant practitioners
- 14 advanced practitioners
- 4 consultant practitioners
- 20 practice educators

In addition, 126 events and resources were awarded CPD endorsement by the College and the process was reviewed by the AAB. The Practice Education Standards were embedded within the CoR online CPD Now tool supporting online submissions by practice educators.

A proposal was submitted to the Commission for Human Medicines to seek independent prescribing

rights for diagnostic radiographers. The decision was not supported on this occasion but work continues in relation to the medicines agenda, with input from the College into a national stakeholder group.

Work has continued to develop degree level diagnostic and therapeutic radiography and sonography apprenticeships. The College was represented on each of the trailblazer groups leading this work. In addition, a mammography associate apprenticeship has been approved.

The College publishes a wide range of guidance and policy documents across the breadth of radiography. These are available through the website (www.sor.org) in the online document library.

Joint documents were also published with the British Medical Ultrasound Society, the Royal College of Radiologists, and the Institute of Physics and Engineering in Medicine. A working group, including patient representatives has completed the review of the College's patient consent guidance and publication of a revised document is imminent. A census of the diagnostic and radiotherapy workforces in the UK were also completed and published for 2017. Radiation protection guidelines were updated in response to new legislation.



CONFERENCES, SEMINARS AND OTHER LEARNING RESOURCES

Sixteen educational events were held during the year, attended by more than a thousand delegates.

They included a range of leadership meetings, advancements in obstetric ultrasound, radiation protection study days, the annual student conference, the annual three-day radiotherapy conference, and Delivery of Patient-Centred Compassionate Care, which followed a successful workshop on the topic.

A training workshop was provided to support members who act as expert witnesses. The College successfully delivered the first digital recording of an event, enabling further dissemination of conference material to a wider membership.

The College continues to support the e-Learning for Healthcare programme: more than 400 CPD Now endorsed sessions are available on the Health Education England learning hub.

A review of the ultrasound sessions has been successfully completed, together with new modules for CT anatomy and for post orthopaedic procedures, as well as the development of modules on proton radiotherapy within the Radiotherap-e portfolio.

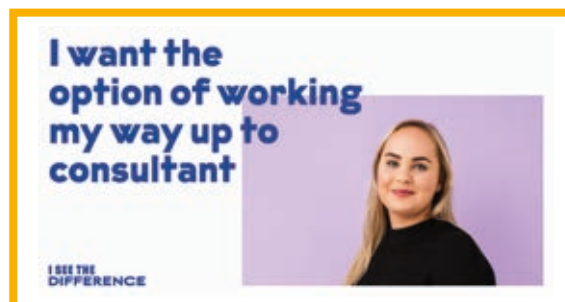


ENHANCING STAKEHOLDER UNDERSTANDING OF RADIOTHERAPY AND IMAGING

The promotion of radiography as a career choice is essential and the organisation has been working closely with the Office for Students and Health Education England to promote a new campaign - 'I See the Difference' - to raise awareness of the role of therapeutic radiographers and to encourage both young and mature students to consider therapeutic radiography as a career.

The initiative is in response to growing concerns that recruitment of people to the profession is falling sharply and the shortage of registered therapeutic practitioners will worsen in years to come, critically affecting the delivery of radiotherapy services. The focus of the campaign is about the connections allied health professionals make with patients and carers and the job satisfaction those contacts bring.

Audiences have been targeted through social media, as well as outreach activities at schools and careers events. The Society's professional outreach officer - therapeutic radiography, Michelle Tyler, said, "We are urging members to act as ambassadors for the profession. Nobody can talk better about what it is to be a therapeutic radiographer, the importance of the role, and how satisfying it is."



SUPPORT THE EDUCATION AND DEVELOPMENT OF RADIOGRAPHY WORLDWIDE

Contributions by UK radiographers and the presence of the College continued to grow at events such as the European Congress of Radiology with the European Federation of Radiographer Societies, the Radiological Society of North America annual meeting, the European Society of Therapeutic Radiation Oncology, and meetings of the International Society of Radiographers and Radiological Technologists at the world congress.

These opportunities enable representatives from the College and Society members to showcase advanced practice developments from across the UK and to share how the developing scope of practice, with underpinning education, is supporting improvements in patient care.

The second international Advanced Practice Conference was held in Canada and the College supported the development of the successful programme and funded two overseas speakers through an overseas travel scholarship.

The College has continued to have an influential presence in many UK multi-stakeholder events such as the British Nuclear Medicine Society spring meeting, the British Association of MR Radiographers annual conference, the NCRI Cancer Conference, the British Medical Ultrasound Society Annual Scientific Meeting, and the Northern Ireland Awards and Conference for Allied Health Professionals.

The United Kingdom Radiological and Oncology Congress (UKRCO) and United Kingdom Radiotherapy and Oncology Congress (UKRO) were once again integrated with the conference and exhibitions providing an excellent opportunity to meet and engage with healthcare professionals, share recent developments and make contact with potential new industry partners. During this year, planning has started for a re-launch of the congress as a permanent joint meeting, renamed the UK Imaging and Oncology (UKIO) Congress from 2019.



Andy Creeden, advanced practitioner radiographer, University Hospitals Coventry and Warwickshire NHS Trust tries out virtual reality training on GE Healthcare's stand at RSNA 2018.



PROMOTING RADIOGRAPHY AND REPRESENTING THE PROFESSION

The Society's team of professional officers continue to contribute advice and leadership to national work streams and consultations being led by the Department of Health and its arm's length bodies. This ensures the contribution that radiographers can make in delivering patient centred services in an ever-changing environment is understood and appreciated.

Work to support the development of reporting standards with the Royal College of Radiologists has been continuing, as well as analysis with Cancer Research UK of the non-surgical oncology workforce. Also, the Society has been looking at therapeutic radiographers and their role in supporting cancer patients with Macmillan Cancer Support.

The Society has continued to contribute evidence about workforce challenges and the wider progress of development of cancer services in England through the independent National Cancer Advisory Group.

The 8th National Conference for Radiology Managers, attended by over 250 delegates and organised jointly with Philips Healthcare, brought together managers and clinical directors with a series of lively debates and engaging lectures focusing on the theme, 'Leading the Way: bringing your workforce with you'.



Rapt delegates at the National Conference for Radiology Managers

RADIOGRAPHY IN SCOTLAND

Many of the College's activities and achievements described in this report are UK wide, however there are specific activities in Scotland where health policy is devolved to the Scottish Government. Notable activities in during the year included:

- Participation in the Scottish Radiological Transformation Programme; government funded for three years, of particular interest to the College is the focus on the pan Scotland six-month pilot for reporting radiographers (consultant and advanced level) and the education sub-group for radiographer advanced practice in both ultrasound and mammography modalities.
- The setting-up of special interest groups for CT, ultrasound and MRI, with proposals for mammography and paediatrics. The reporting radiographers SIG continues to thrive
- Ongoing membership of the Scottish Clinical Imaging Network Steering Group where clinical topics and best practice are shared: dose optimisation teams, use of MR pacemakers, and interventional radiology, are three examples. The requirement for a formal AHP supervision policy in each health board is being supported by this group.
- Ongoing membership of the Scottish Cancer Task Force, where the cancer workforce is discussed, as well as streamlining of cancer patient pathways.
- In liaison with NHS Education for Scotland and the government, the College is involved in the AHP transforming roles group – focussing on senior practice, advanced and consultant practice to mirror the work taking place in England. A framework and the associated role development process for the four pillars of practice is being updated and piloted with a focus on the clinical pillar for reporting radiographers, MSK, and unscheduled care.
- Participation in the AHP Academic Heads Group on behalf of the AHP Federation Scotland.
- Jeane Freeman MSP, the Cabinet Secretary for Health and Sport, attended the SCoR AGM and study day. She was well received and open to questions. Subsequent meetings with her focussed on the diagnostic radiographer workforce.



HONOURS FOR TWO DISTINGUISHED RADIOGRAPHERS

The radiographer who has led the e-Learning for Healthcare Image Interpretation project and the head of radiotherapy for a leading oncology centre were both honoured with MBEs during the year.

Dorothy Keane, an SCoR professional officer, has devoted her career for the past seven years to expanding the eLfh project.

“I could not have foreseen how it would grow and develop,” she said. “The 50 adult skeleton sessions we originally developed seemed at the time an enormous piece of work. The project now encompasses over 400 sessions covering the breadth of radiographic practice.”

Christine Richards, who leads the radiotherapy services for Maidstone and Tunbridge Wells NHS Trust, has been a radiographer for 46 years and was honoured for her services to cancer patients. She said, “I would like to thank all the wonderful staff that I have worked with, who have supported me over the years and enabled me to achieve this.”



Dorothy Keane

Christine Richards

"THIS IS A PRECIOUS WORKFORCE - WE NEED TO RECOGNISE AND SUPPORT IT"

Cally Palmer, NHS England's National Cancer Director, presented the 2018 Radiography Awards, and thanked the Society for the "great opportunity to promote the work of diagnostic and therapeutic radiographers at the forefront of the workforce on World Radiography Day."

Speaking at the award's ceremony to the assembled guests, Cally said, "All winners and teams being honoured today have demonstrated outstanding patient care, a passion for innovation and improvement and the ability to adapt and excel in a changing workforce."



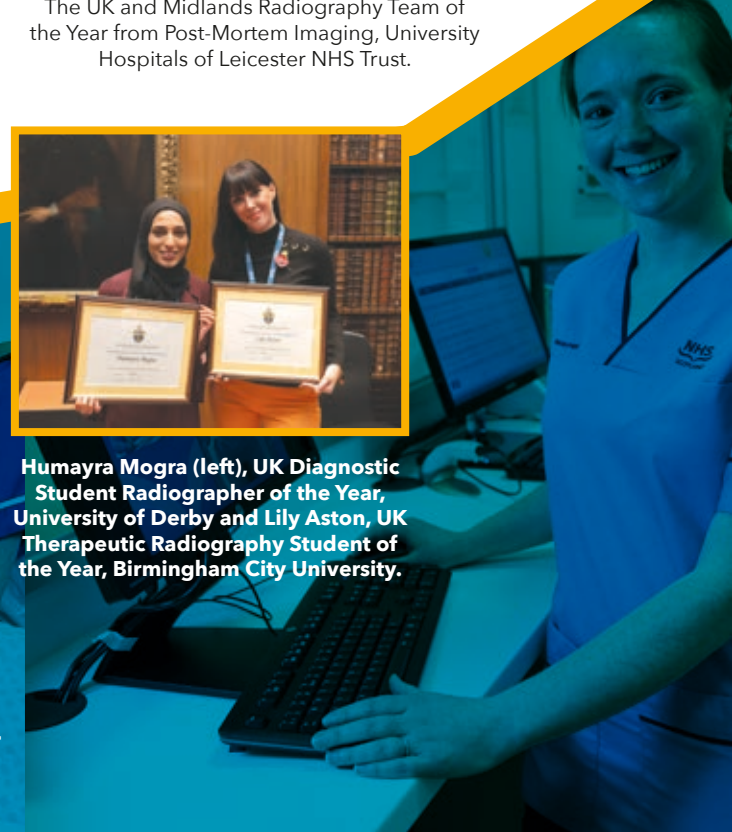
Dr Helen McNair, the UK and London Radiographer of the Year and Lead Research Radiographer, The Royal Marsden NHS Foundation Trust.



The UK and Midlands Radiography Team of the Year from Post-Mortem Imaging, University Hospitals of Leicester NHS Trust.



Humayra Mogra (left), UK Diagnostic Student Radiographer of the Year, University of Derby and Lily Aston, UK Therapeutic Radiography Student of the Year, Birmingham City University.





RAISE THE IMPACT OF RADIOGRAPHY WORLD-WIDE THROUGH PATIENT-FOCUSSED RESEARCH

The College of Radiographers' five-year **Research Strategy** continues to be widely promoted.

The three key for the profession are;

- Embed research at all levels of radiography practice and education
- Raise the impact and profile of radiography through high quality research focused on improving patient care and/or service delivery
- Expand UK radiography research capacity through development of skilled and motivated research-active members of the profession

An online **collaborative forum** has been successfully implemented and continues to support and grow the research network for the profession. This has offered an opportunity for increased engagement, skills development and

new collaborations through on-line monthly discussions focused around published research.

In conjunction with King's College London, a study examining the expanding role of radiographers within **breast imaging** was started.



The College continues to support the work of **CAHPR**, the Council for Allied Health Professions Research; the CAHPR network continues to grow, supporting researchers at all levels through allied health profession funded regional hubs and appointed champions.



The Industry Partnership Scheme (**CoRIPS**) gained four new members, with 28 commercial partners now providing funding and strengthening the opportunity for radiographer led research. Two rounds of applications were received in the year from radiographers seeking research funding. Six projects applied successfully, totalling more than £44,000, and two student awards were offered.

A number of additional grants were also made available during the year:

- £13,618 was awarded to support research into the patient experience
- Two awards made under the CoR Doctoral Fellowship scheme totalling £49,425
- One UKRCO attendance grant of £800 was awarded
- Four overseas travel grants awarded to support UK researchers presenting their work

The CoRIP's industry partners are:

Diamond partners

Elekta
InHealth
The Rutherford Cancer Centres

Premier partners

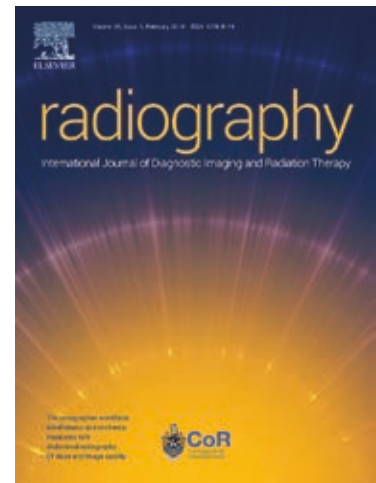
Bracco UK Ltd
GenesisCare
Guerbet
Nanosonics UK Limited
Varian Medical Systems
Vertual Ltd

Partners

Agfa Healthcare
Alliance Medical Ltd
Bayer HealthCare
Carestream
Cobalt Health
Fujifilm UK Ltd
GE Healthcare
Imaging Equipment Ltd
Integrated Radiological Services Ltd
Matchtech Group Plc
Medica Group
Mirion Technologies
Oncology Systems Limited (OSL)
Perspectum Diagnostics Ltd
Philips Healthcare

Physiological Measurements Ltd
Rothband
Siemens Healthineers
Wellbeing Software

The College's international journal **Radiography** continued to grow and develop with publication frequency increasing to five times a year. The peer reviewed title promotes evidence-based practice by disseminating high quality



clinical, scientific and educational research related to all aspects of diagnostic and therapeutic radiography. It remains the official journal of the European Federation of Radiographer Societies (EFRS), and the Irish Institute of Radiography and Radiation Therapy has arranged for access for all their members.

Awareness of the journal continues to increase through the review of papers within Radiography as part of the International twitter journal club #MedRadJournal club, where engagement continues to grow within the radiography profession worldwide. The agreement to continue to make these specific papers open access is continuing to support international discussions in relation to radiography research and so supports the development of wider research collaboration.

“We want to see the research we fund make demonstrable change to service delivery and quality of experience for patients”

BENEVOLENT FUND TRUSTEES REPORT 2018



The Trustees present their report and the independently examined accounts for the year ended 30 September 2018.

AIMS AND OBJECTIVES

The Benevolent fund was established in 1983 as a registered charity and is governed by a trust deed dated 16 June 1983, and a Supplemental Deed of Trust dated 23 November 2006. The objects of the charity are “the assistance and relief of persons in the United Kingdom being members (including student members) and former members of the Society and their dependants who are in necessitous financial circumstances and in particular such of them as are old, sick or incapacitated.”

PUBLIC BENEFIT

The Trustees have paid due regard to the guidance on public benefit published by the Commission in exercising their powers and planning the activities of the charity. The Trustees are satisfied that the Trust has charitable purposes as set out in the Charities Act 2011 covering the prevention and relief of poverty for the public benefit.

TRUSTEES AT 30 SEPTEMBER 2018

Kathryn Burgess (Chair)
Neil Williams
Brigitte Faubert
Rosemary Boutle
Angela Duxbury
Peter Nimmo
Alaine Berry
Christine Blakeley

Peter Nimmo, Alaine Berry and Christine Blakeley were appointed during the year. The responsibility for the overall management and organisation of the charity rests with the Board of Trustees. The Board comprising of seven Trustees are appointed by Society Council. (Note: Numbers exclude the Chair of the Board). Policies and procedures, together with a Handbook for the induction and training and guidance of trustees have been prepared and currently this is conducted according to need.

ACTIVITY IN THE YEAR

The Trustees met twice during the year to discuss management of the Fund, and strategy. Requests for assistance and the awarding of grants are regularly discussed via an online facility. Other activity between formal meetings of the Board also

included replacement trustee interviews, attending meetings and increasing awareness of the fund through marketing, which included distribution of promotional material at ADC and publication of a beneficiary’s story in last year’s annual report.

Receipts for the year to September 2018 were £8176, £320 less than 2017 mainly due to the ending of the Society credit card affiliation scheme in October 2017, a fall in bank interest receipts due to the movement of reserves into an investment fund, offset by timing differences in receiving Gift Aid income.

Donations increased by £349 from £6306 last year to £6656 in the current year, which was mainly due to a small increase in personal donations, and authors’ fees donations from I&TP magazine authors. A £5000 donation was made from the Society which is consistent with the previous year and receipts from the collections at Society meetings and College events around the UK have shown a small increase from £464 in the previous year to £491.

Payments in the year amounted to a total of £11,468 compared to £12,610 in 2017. The fall was mainly due to the previous year’s marketing initiative cost totalling £4474, offsetting against a rise in the value of awards granted during the year. The number of awardees had increased from six in the previous year to nine. The total awards value during the year rose by £2921, from £6545 to £9466, due to higher individual award values and the increased number of awardees.

£50,000 of reserves were moved into an investment fund in late January 2018 and at 30 September 2018 the value of the investment fund was £50,639.

The short-term deposit balance at 30 September 2018 was £52,413 and the Fund’s bank balance was £16,727.

The aggregate of £122,432 represented a decrease of £2652 over the total of the balance of the year before.

The Trustees would like to thank all those who have made donations in the year or otherwise supported the Fund and also UK Council for their continued support of the Fund.

INVESTMENT, RESERVES AND RISK POLICIES

Investment

In late 2017, in view of ongoing low interest yields on charity deposit schemes, the Trustees concluded that the current level of reserves held would support investment of funds without impacting on its ability to meet its charitable objectives.

The fund aims to achieve long term capital growth in excess of inflation through investment in a wide ranging portfolio. This will be kept under regular review and an agreed investment policy has been adopted in order to safeguard the capital resources of the Fund. The policy considers the level of risk of the investment strategy, investment management selection, investment restrictions and its ethical policy which precludes investment in armaments and tobacco stocks.

Reserves

The charity's cash reserves, excluding the investment fund, amounted to £69,140 at 30 September 2018.

The Trustees wish to hold sufficient reserves to

be able to ensure continuity in the operation of the charity in the event of a large variation of income and/or increase in applications for financial assistance. To address this inherent uncertainty the Trustees deem it prudent to aim to hold the equivalent of two years' income in a readily accessible deposit account and a minimum of three years' income equivalent on deposit on appropriate notice. This approach will be kept under regular review.

Risk

The Trustees have reviewed the major risks facing the fund at each meeting.

Mrs Kathryn Burgess
Chair of the Trustees

BENEVOLENT FUND RECEIPTS AND PAYMENTS ACCOUNTS TO 30 SEPTEMBER 2018

| | Unrestricted funds 2018 | | Last year 2017 | |
|---|----------------------------|-----------------|-------------------|----------------|
| | £ | £ | £ | £ |
| Receipts | | | | |
| Donations | 6,656 | | 6,306 | |
| Gift Aid reclaimed | 333 | | - | |
| Income from credit cards | 282 | | 1,004 | |
| Bank interest | <u>905</u> | | <u>1,185</u> | |
| Total Receipts | | 8,176 | | 8,495 |
| Payments | | | | |
| Awards made | 9,466 | | 6,545 | |
| Printing and marketing | 296 | | 4,474 | |
| Bank charges | 75 | | 97 | |
| Trustee expenses | 822 | | 633 | |
| Independent exam fee | 774 | | 750 | |
| Sundry expenses | <u>35</u> | | <u>111</u> | |
| | | (11,468) | | (12,610) |
| Asset and investment purchases | | | | |
| Multi Asset Multi Manager Investment Fund | <u>50,000</u> | | - | |
| | | <u>(50,000)</u> | | |
| Total payments | | (61,468) | | (12,610) |
| Net of receipts/(payment) | | <u>(53,292)</u> | | <u>(4,115)</u> |
| Cash funds last year end | | <u>122,432</u> | | <u>126,547</u> |
| Cash funds this year end | | <u>69,140</u> | | <u>122,432</u> |

STATEMENT OF ASSETS AND LIABILITIES

| | 2018 | 2017 |
|---|---------------|---------------|
| | £ | £ |
| CASH FUNDS | | |
| Short term deposit | 52,413 | 77,508 |
| Cash at bank | <u>16,727</u> | <u>44,924</u> |
| Total cash funds | 69,140 | 122,432 |
| OTHER MONETARY ASSETS | | |
| Gift Aid due | 174 | 333 |
| INVESTMENT ASSETS | | |
| Multi Asset Multi Manager Investment Fund | <u>50,639</u> | - |

Kathryn Burgess
Chair of the Trustees

THE SOCIETY AND COLLEGE OF RADIOGRAPHERS FINANCIAL RESULTS TO 30 SEPTEMBER 2018

The Society's financial results are presented on a consolidated basis for the first time, with the group (comprising the Society and College of Radiographers) no longer qualifying as 'small' under the Companies Act 2006 and therefore unable to claim the associated exemption from consolidation.

INCOME

In terms of the overall financial performance and position, the Society's consolidated financial statements disclose **total comprehensive income of £698,497** for the financial year (2017: £1,965,108) with **total funds at the end of the year of £10,477,708** (2017: £9,779,211).



Membership income was £6,455,474 and had risen by 1.7% from 2017. Recognising the pressures and challenges facing the Society's members, Council decided not to raise membership fees for the 2017-18 financial year. This additional income therefore reflects membership growth during the period.

Other income fell by 8.2% to £656,526 with advertising revenues from the Society's magazines declining significantly.

EXPENDITURE

Total group expenditure was £7,262,085 (2017: £7,116,142). Staff costs rose by 4.2%, but

a minimal increase of 0.1% in other operating charges, despite inflationary pressures, helped **limit the overall increase in expenditure to 2.1%**.

The group has substantial investment portfolios representing some 80% of its total net assets. **Income generated by these portfolios during the year was £244,767** (2017: £235,738) and **net investment gains were £130,345** (2017: £580,602). Income is retained within the portfolios for re-investment and on a total return basis, growth was 4.5% during the year. This was slightly below the agreed benchmark for the period, but longer-term performance, over a three-year period remains ahead of the benchmark and in line with UK Council's expectations.

Actuarial **gains on the defined benefit pension scheme were £416,000** (2017: £1,188,000) and stemmed from relatively small changes to the discount rate and mortality improvement assumptions used in the calculation of the scheme's liabilities. This had the effect of further reducing the pension scheme liability in the financial statements at year end to £347,000 (2017: £807,000).

FINANCIAL POSITION

The group's Statement of Financial Position remains strong, with the **total funds increasing to £10,477,708** (2017: £9,779,211).

Tangible fixed assets increased by £183,849 to £1,430,759 and included a proportion of the cost of property refurbishment works which were ongoing at year end (see note 9). Cash balances increased to £1,630,296 (2017: £1,574,714) and continue to provide the necessary liquidity to support the group's operational activities.

The Society's **General Fund**, excluding the pension scheme reserve, stood at **£5,134,257** (2017: £5,069,558). **Unrestricted funds** held by the College were **£5,601,426** (2017: £5,482,037). The Society's Political Fund continued to grow, with four quarterly collections of the levy taking place during the year.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 SEPTEMBER 2018

| | 2018 £ | 2017 £ |
|---|-------------------|------------------|
| INCOME | | |
| Membership income | 6,455,474 | 6,346,760 |
| Political fund contributions | 57,470 | 14,943 |
| Other operating income | <u>656,526</u> | <u>715,207</u> |
| | <u>7,169,470</u> | <u>7,076,910</u> |
| EXPENDITURE | | |
| Staff costs | 3,691,433 | 3,542,893 |
| Other operating charges | <u>3,570,652</u> | <u>3,573,249</u> |
| | <u>7,262,085</u> | <u>7,116,142</u> |
| OPERATING DEFICIT | <u>(92,615)</u> | <u>(39,232)</u> |
| INCOME RECEIVABLE FROM INVESTMENTS, BANK ACCOUNTS AND DEPOSITS | | |
| Income from investments | 244,767 | 235,738 |
| Investment gains | <u>130,345</u> | <u>580,602</u> |
| | 375,112 | 816,340 |
| SURPLUS FOR THE FINANCIAL YEAR | 282,497 | 777,108 |
| Actuarial gains | 416,000 | 1,188,000 |
| TOTAL COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR | <u>698,497</u> | <u>1,965,108</u> |
| Surplus brought forward | <u>9,779,211</u> | <u>7,814,103</u> |
| SURPLUS CARRIED FORWARD | <u>10,477,708</u> | <u>9,779,211</u> |



CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 SEPTEMBER 2018

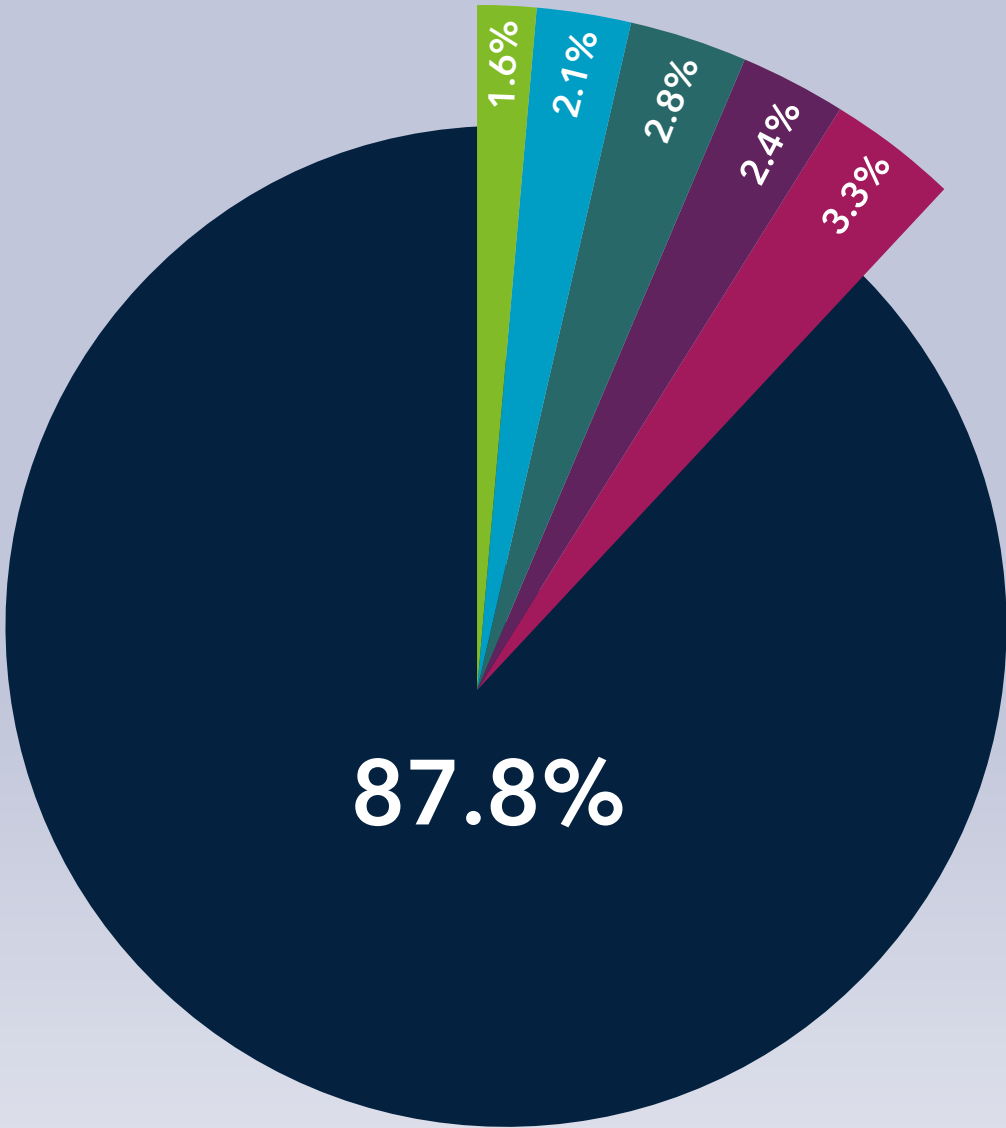
| | 2018 | 2017 |
|---|-------------------|-------------------|
| | £ | £ |
| FIXED ASSETS | | |
| Intangible fixed assets | 15,621 | 38,746 |
| Tangible fixed assets | 1,430,759 | 1,246,910 |
| Fixed asset investments | <u>8,655,335</u> | <u>8,328,047</u> |
| | <u>10,101,715</u> | <u>9,613,703</u> |
| CURRENT ASSETS | | |
| Debtors | 223,883 | 240,173 |
| Cash at bank and in hand | <u>1,630,296</u> | <u>1,574,714</u> |
| | 1,854,179 | 1,814,887 |
| CREDITORS: amounts falling due within one year | <u>1,131,186</u> | <u>842,379</u> |
| NET CURRENT ASSETS | <u>722,993</u> | <u>972,508</u> |
| TOTAL NET ASSETS excluding pension liability | <u>10,824,708</u> | <u>10,586,211</u> |
| Pension scheme liability | <u>(347,000)</u> | <u>(807,000)</u> |
| TOTAL NET ASSETS including pension liability | <u>10,477,708</u> | <u>9,779,211</u> |
| RESERVES | | |
| General Funds | 5,134,257 | 5,069,558 |
| Unrestricted Funds | 5,601,426 | 5,482,037 |
| Political Fund | 69,540 | 14,943 |
| Restricted Funds | 19,485 | 19,673 |
| Pension Scheme Funding Reserve | <u>(347,000)</u> | <u>(807,000)</u> |
| TOTAL FUNDS | <u>10,477,708</u> | <u>9,779,211</u> |

The financial statements were approved and authorised for issue by the Council on 6th February 2019

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the Society.

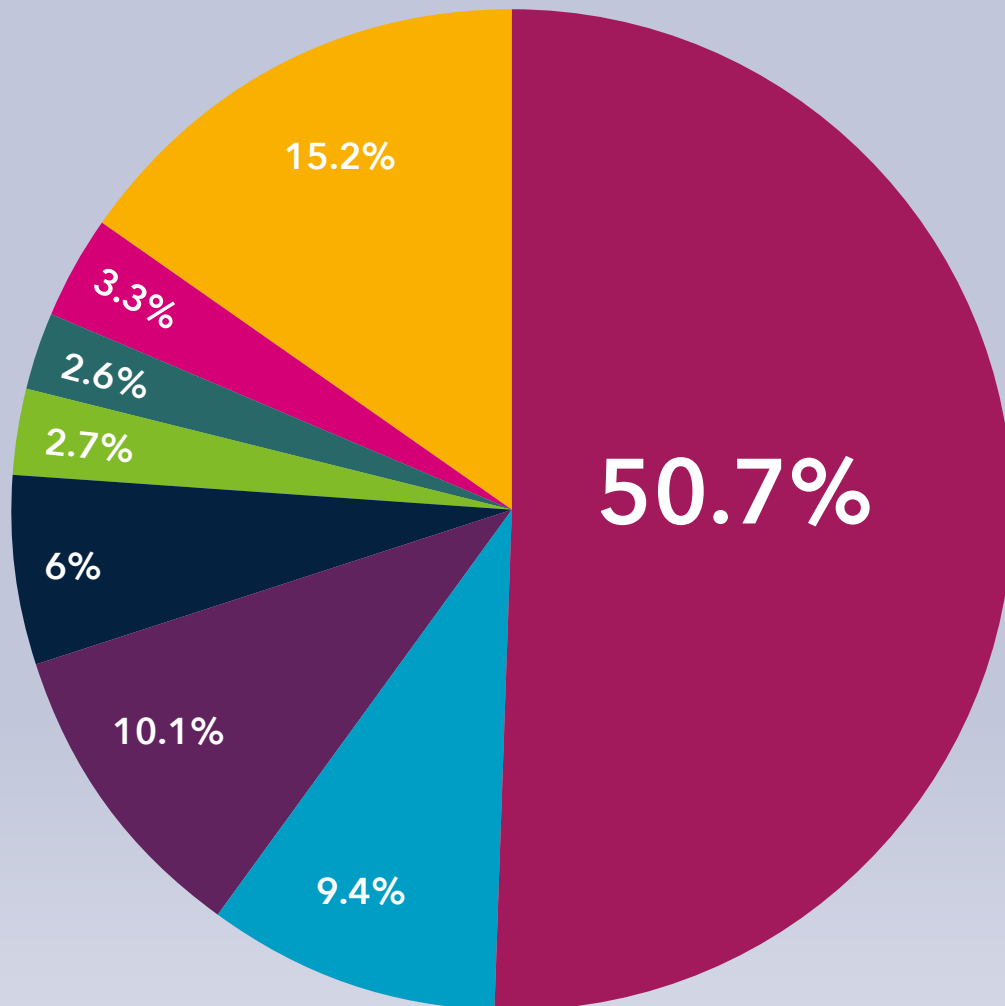
The full reports, audit reports and financial statements are accessible by Society members at www.sor.org and may be obtained from The Secretary, Society and College of Radiographers, 207 Providence Square, Mill Street, London SE1 2EW.

INCOME - WHERE DOES IT COME FROM?



- Membership income
- Course accreditations & approvals
- Magazines, journals & website
- Conferences, seminars & e-learning
- Other income
- Income from investments

EXPENDITURE - HOW IS IT SPENT?



- Staff costs
- Magazines & journals
- Member services & benefits
- Reps, regions & countires, ADC, TUC
- Accreditation, research & standards
- Conferences, seminars & e-learning
- Promoting & representing the profession
- Overheads & other administration costs





SoR

THE SOCIETY OF
RADIOGRAPHERS

WWW.SOR.ORG