



SfEP strategy

2011–2013

SfEP mission statement

The SfEP's mission is to:

- promote high standards of editorial practice
- uphold the professional status of editors and proofreaders
- encourage the use of services offered by SfEP members and associates.

vision

We are working to achieve a position that reflects the following statements:

- The SfEP is the professional organisation of choice for editors and proofreaders in the UK.
- SfEP membership grades and qualifications are well known and respected.
- The SfEP is recognised as the voice of the editorial profession in the UK.

members and associates

membership

aims

- Build the membership by 5% per year, recruiting both new entrants to the profession and experienced editorial professionals.
- Provide the membership with the services and benefits it expects from the Society.
- Ensure that all members and associates are able to advance as appropriate through the membership grades of the Society.
- Foster good relationships with corporate subscribers of the Society and their employees.

building/retention

year one (2011/12)

- Working with the internet director and the web team, roll out online member services via the new database.
- Build awareness of the newly defined corporate subscriber relationship among both existing corporate associates/subscribers and potential new corporate subscribers.
- Promote 'Going freelance' package offered to corporate subscribers for use in outplacement packages.

year two (2012/13)

- Begin a programme of networking events around the country to bring together corporate subscribers and individual members and associates.
- Focus recruitment efforts on HE students of publishing/journalism.
- Consistently follow up non-renewers: collect data on membership churn, tabulate and analyse.
- Address issues raised by membership churn analysis.

benefits

year one (2011/12)

- Explore benefits appropriate to the membership and make available where possible.

year two (2012/13)

- As Year one.

advancement criteria

year one (2011/12)

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- Develop ways of demonstrating to existing and potential associates that the SfEP welcomes experienced professionals as well as newcomers to the profession.
- Develop appropriate assessment criteria to enable the admissions panel to offer membership upgrades to associates with extensive editorial experience.
- Encourage further take-up of City & Guilds Licentiatehip.

year two (2012/13)

- Continue to promote City & Guilds as a mark of increasing professionalism.

corporate subscribers

year one (2011/12)

- Explore ways of increasing recruitment among corporate bodies.

year two (2012/13)

- Build up relationships with major publishers (both mainstream and 'specialist' - e.g. large legal/commercial companies) with a view to (a) promoting the services of existing members and (b) recruiting new members and associates from within such bodies.

regional development

aims

- Support local groups.
- Ensure as far as possible that no member is unduly disadvantaged because of their location.

year one (2011/12)

- Promote local groups and support local group coordinators.
- Develop links with Publishing Scotland and explore ways of cooperating with them.
- Explore ways of improving support for isolated members.
- Encourage members in regions to become trainers.
- Explore the possibility of organising regional day conferences (in collaboration with local groups and/or regional organisations).
- Work with SfEP training director to explore the development of distance-learning alternatives to some SfEP advanced courses.

year two (2012/13)

- As Year one.

- In conjunction with the professional development director, organise at least one roadshow-style regional day conference (with support/cooperation of interested local groups).
 - Improve support for overseas members. Explore collaboration with overseas editorial societies.
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communications

marketing and PR

aims

- Increase the profile of the Society.
- Develop and implement new marketing and publicity protocols and resources.

increasing profile

year one (2011/12)

- Capitalise on opportunities to promote the Society. This will include:
 - attendance at relevant events
 - producing articles (proactive)
 - responding to news (reactive).
- Develop the Society's online presence through the use of social media channels.
- Promote the benefits of membership to (current and potential) members and associates.

year two (2012/2013)

- As Year one.

new MPR protocols and resources

year one (2011/2012)

- Develop contacts list, including regional data, for media releases and other targeted communications.
- Update publicity leaflets and investigate distribution methods.
- Establish mechanisms for generating written material, for dissemination through third-party channels.
- Monitor marketing activities as appropriate.

year two (2012/2013)

- As Year one.

publications

aims

- Keep printed matter up to date.
- Commission new publications as needed.
- Commission new editions of publications as needed.

year one (2011/12)

- Assess the need for new/revised SfEP Guides.
- Review current printed material in consultation with relevant directors (e.g. internet, marketing, membership).
- Complete and publish the revision of the code of practice.

year two (2012/13)

- As Year one.

Ensuring editorial excellence: SfEP code of practice

year one (2011/12)

- Ensure, via *Editing Matters* and feedback, that the membership is aware of the availability and usefulness of the code of practice.
- Promote the code of practice when and where the opportunity arises.
- Revise the code of practice, including comments from the membership.

year two (2012/13)

- Promote the code of practice when and where the opportunity arises.
- Update minor points in the code of practice as necessary.
- Consider the need for a further overhaul/revision of the code of practice.

internet

aims

- Make the SfEP website the first port of call for those wanting to hire editorial freelancers, get editorial training and join a professional editorial organisation.
- Ensure that the SfEP website contains all the information needed by members and associates to get the most out of their membership of the Society.
- Make the SfEP website more responsive to the membership's needs and aspirations.
- Increase the reach of the *SfEP Directory of Editorial Services*.

database integration

year one (2011/12)

- Implement online application and payment for directory renewals and new entries and for mentoring and upgrades.
- Implement SfEP shop.

year two (2012/13)

- Transfer any remaining paper-based application processes to online.

SfEP directory

year one (2011/12)

- Continue process of getting links to the directory on as many company intranets as possible, including those of the Society's corporate subscribers.
- Investigate online entry creation, revision and correction by members themselves.

year two (2012/13)

- Continue campaign to 'seed' company intranets with links to SfEP directory.
- Implement online entry creation, revision/correction by members.

SfEPLine and other email lists

year one (2010/11)

- Finalise testing of an email/forum hybrid and implement this as replacement for existing Yahoo! Groups version, within Members' area.

year two (2012/13)

- As Year one.

structural and content changes

year one (2011/12)

- Plan and roll out graphic 'reskinning' of website.
- Investigate how to accommodate distance-learning versions of various training courses on the website.
- Revise the qualifications section of the website to reflect changes in the Society's plans for continuing professional development.
- Encourage more local groups to create their own web pages within the SfEP website.

year two (2012/13)

- Expand range of self-tests and create a new section on the website to contain them.
- Continue encouraging local groups to create their own web pages.

SEO and Google AdWords (natural and paid search)

year one (2011/12)

- Increase search engine optimisation (SEO) to ensure that the website appears higher in search engine results.
- Refine the use of Google AdWords to increase traffic to the site and especially to the directory.

year two (2012/13)

- As Year one.

professional development

syllabus

aim

- Develop an overarching syllabus linking training, accreditation, mentoring and tests.

year one (2011/12)

- Modular syllabus to be further developed as a consensus document to form the basis of training courses, accreditation, mentoring and tests.
- Develop the syllabus for proofreading.
- Develop the syllabus for copy-editing.

year two (2012/13)

- Start to develop syllabus for other skills - e.g. project management.
- Start to develop syllabus for specialisms - e.g. STM, legal.

training

aims

- Review and update the scheduled training courses to ensure that they meet the training needs outlined in the syllabus.
- Develop modular course materials that can be used for both scheduled courses and in-house training.
- Enhance training opportunities for the regions.
- Promote in-house training to outside organisations.

scheduled courses

year one (2011/12)

- Review current training schedule.
- As areas of the syllabus are agreed, review and update current courses.

year two (2012/13)

- Redevelop all existing core courses in line with the syllabus as training modules.
- As other areas of the syllabus are agreed, review and update current courses if required.

continuing

- Schedule courses in line with demand.
- Ensure that the syllabus is in line with current working practices.
- Review scheduled courses to ensure that they remain pertinent and support the syllabus.
- Identify new trainers.

regional training

year one (2011/12)

- Explore alternative training venues beyond those currently in use, matched to the membership distribution.
- Identify 'hotspots' of editorial work and schedule courses appropriately - e.g. medical communications agencies in the North-west.
- Explore other means of offering training as alternatives to traditional tutor-led/classroom-based delivery, and evaluate in relation to cost.

year two (2012/13)

- Develop other, cost-effective means of offering training as alternatives to traditional tutor-led/classroom-based courses.
- Work with regional development director to organise at least one roadshow-style regional day conference (with support/co-operation of interested local groups).

in-house training

year one (2011/12)

- Actively pursue profitable training opportunities with other organisations.
- Identify new trainers.

year two (2012/13)

- As Year one.
- Use the redeveloped course materials to form the basis for all in-house training.
- Consider more active marketing of SfEP in-house training.

mentoring

aims

- Systematise mentoring syllabus.
- Document mentoring procedure.
- Encourage mentored proofreading in specific subject areas.
- Encourage mentored copy-editing.

year one (2011/12)

- Update guidelines for mentoring material and approach.
- Review training requirements for mentored copy-editing.
- Recruit mentors in specific subject areas and draft subject requirements.

year two (2012/13)

- Recruit and train mentors.
- Offer mentoring in specific subject areas.
- Review training requirements for mentored proofreading.

continuing professional development

aims

- Establish a programme of occasional professional development days.
- Build on the Licentiate of the City & Guilds Institute (LCGI) in Editorial Skills qualification to offer a pathway to the City & Guilds Graduateship.

year one (2011/12)

- Pilot professional development days.
- Increase the uptake of the LCGI qualification.

year two (2012/13)

- Extend professional development days to other areas.
- Establish the LCGI as the accepted next step for advanced members.

accreditation

aims

- Maintain the reputation and standards of accreditation in proofreading.
- Develop accreditation in copy-editing.

- Align accreditation with other tests, training and mentoring.

year one (2011/12)

- Review the recommended texts.
- Review the working of accreditation.
- Document procedures.

year two (2012/13)

- Review the syllabus and standards.
- Review and update the documentation.
- Develop accreditation in copy-editing.

tests

aims

- Agree syllabus to form the basis of training courses, tests, mentoring and accreditation.
- Offer proofreading self-tests on the website.
- Develop tests that will be available for sale to publishers.
- Develop a test that will become the standard method of admission for new ordinary members.

year one (2011/12)

- Draft and agree syllabus.
- Develop program for test marking.
- Write and pilot test available to publishers.

year two (2012/13)

- Write first draft of test for new ordinary members.
- Pilot and refine test for new ordinary members.
- Draft and upload alternative self-tests.

conferences

aims

- Hold an annual conference that delivers both training and networking opportunities.
- Ensure that the programme presents training/learning opportunities for both newcomers and more established members as well as for corporate/in-house staff.
- Establish venues around the country to avoid having to look for a new venue every time.
- Maintain a database of possible workshop leaders and other conference session facilitators from among the membership.

year one (2011/12)

- Ensure that the 2012 annual conference programme includes a balance of training and networking opportunities.
- Establish which venues to use regularly.
- Increase corporate/in-house presence and attract more delegates from the 'middle' group of SfEP members (i.e. ordinary members and the newer advanced members) at the 2012 conference by conducting surveys among both groups to find out specific training

requirements and including workshops in the programme based on the results.

- Build a database of possible workshop leaders and other conference session facilitators from among the membership.

year two (2012/13)

- As Year one.

operations

aims

- Ensure that the SfEP continues to cover the costs of running and developing the Society from its income.
- Evolve the Council into an advisory body with all implementation carried out by the office or subcontractors.
- Ensure the office is adequately staffed and that office staff have the resources needed to do their jobs.

financial position and planning

For the current financial position, see the financial statements for the year to 28 February 2011.

year one (2011/12)

- Assets: three PCs, one laptop, printer, printer/copier/fax machine, furniture, miscellaneous equipment.
- Projected income: £340,000.
- Forecast spending for the next two years includes office equipment (replacement laptop and new dedicated database server), database integration, publications, training development, mentoring, conferences, office staff and accommodation.

year two (2012/13)

- Assets: as Year one, plus replacement laptop and new server.
- Projected income: £363,000.

management of the society

year one (2011/12).

- Maintain committees of volunteers to support volunteer directors.
- Co-opt an additional director (bringing number up to 12).

year two (2012/13)

- Reduce the number of council meetings to one per quarter.
- Review the committees (ongoing).

office and staffing

year one (2011/12)

- Office and use of one meeting room at Erico House, Upper Richmond Road, Putney.
- Office staff of three: office manager (full-time), finance officer (part time) and third, full-time member to be appointed (following resignation of executive secretary).

year two (2012/13)

- No change with regard to premises.
- Review the work carried out in the office and look at further subcontracting if needed.

Everything in the SfEP Strategy is done by directors on a voluntary basis. What gets done and when will depend on how much time directors can set aside for it, after dealing with day-to-day problems, monitoring, liaison, authorisation and policy decisions.