

Future Congress consultation report

Introduction

The aim of the Future Congress consultation was to have an open forum in which RCN members and staff members could discuss what they like about Congress, what they don't like, and how they would improve the event. Council will consider this feedback and decide how best to make any changes.

The project was launched by Amanda Callaghan, RCN Director of Communications, at Congress 2010 in a special session on Wednesday 28 April. An eight-page briefing document was then put together using the comments made by delegates. A printed form and online form were made available.

Copies of this document were sent out in late June to all RCN offices, boards, branches and forums, along with feedback forms. Presentations were given at regional/country board meetings, and forums and branches were asked to discuss the issues raised in the briefing document at their meetings.

Individual members were also asked to contribute to the consultation. The consultation was promoted on the RCN homepage, in RCN Bulletin, Activate, forum e-newsletters and the Legal & Governance Review e-newsletter.

RCN staff members were also able to get involved, and the consultation was promoted on the intranet and at the Staff Link-Up.

The consultation closed on 17 September 2010.

Results

Number of responses:

Individual members	28	37%
Membership groups	35	46%
Individual staff members	6	8%
Staff groups	3	4%
Anonymous	4	5%
Total	76	

Type of responses:

Online form	31	41%
Paper form	25	33%
Other	20	26%
Total	76	

Respondents were asked to fill in eight free text boxes covering different aspects of Congress. The briefing document asked key questions to help steer the discussion.

Below you will find results for each section. As responses were free text, statistical analysis is difficult. Many statements were repeated, however, so these most common opinions are listed first, followed by some interesting and thought-provoking quotes.

A full statistical breakdown has been supplied, as this gives an indication of the strength of feeling about each issue (for example, membership groups each represent a large number of individual members).

1. Venue and timing

Location

In general respondents wanted it to continue to move around the country to encourage participation.

Central locations should be considered (e.g. Birmingham, Manchester):

Individual members	3	11%
Membership groups	9	26%
Staff groups	1	33%
Anonymous	2	50%
Total	15	20%

Consider holding Congress in venues outside England:

Individual members	4	14%
Membership groups	7	20%
Staff groups	1	33%
Total	12	16%

“The venues at Bournemouth and Harrogate are both excellent. Alternative venues need to have the same level of facilities and easy access to public transport.”

“I think Brighton would be a good venue as potential savings could be made on staff accommodations as the train journey from London is only one hour.”

“Ensure that there is a range of accommodation options so it is affordable to all.”

“Hold Congress in university towns during holidays so halls of residence could be used for accommodation.”

Timing

Congress should be organised so that people don't have to travel on a Sunday:

Individual members	6	21%
Membership groups	4	11%
Individual staff	1	17%
Anonymous	1	25%
Total	12	16%

Congress should continue into Friday:

Individual members	5	18%
Membership groups	12	34%
Total	17	22%

Congress is too long at present:

Individual members	2	7%
Membership groups	2	6%
Individual staff	2	33%
Total	6	8%

"There doesn't seem to be a real benefit for members to travel on a Sunday just for the opening ceremony and have a night's accommodation."

"Timing is fine but I would prefer a bigger gap between Congress and the Joint Reps Conference - at present I have to choose one or the other."

"Hold it in autumn each year so it can influence planning for next financial year."

"When conference continued until Friday lunch time the attendance on Friday am was poor especially after coffee."

"Who will attend on Friday morning as people want to leave early? If we can incentivise people to stay, they will – e.g. put the best speakers on the last day."

"Finishing Thursday at 5.30 is not very good for people who have a long way to travel. How about continuing to Friday lunchtime?"

"Spring is best. October is running into winter with pressures in acute areas and restrictions on time off."

"The long lunch break on Thursday seems excessive when there are often few fringe events to attend and the exhibition has gone. Would be better to spend the time debating or have regional events?"

"We need to think about how to avoid having so many debates and resolutions on the last day. It sometimes feels very end loaded."

"Could it run Saturday to Thursday, with the Congress party on Saturday?"

"Congress shouldn't be held during school holidays."

"Consider running it over a long weekend to enable wider participation, particularly as members are struggling to get time off."

AGM

Congress and the AGM should be held together:

Individual members	6	21%
Membership groups	20	57%
Individual staff	2	33%
Staff groups	2	67%
Anonymous	1	25%
Total	31	41%

Congress and the AGM should not be held together:

Individual members	1	4%
Membership groups	1	3%
Total	2	3%

“Major implications in terms of staff workload if all Congress and AGM material has to be prepared at the same time.”

Other

“Although this is a very expensive event to run, I do think that it is an investment that is hugely beneficial to members and the College.”

“A closing ceremony could help to give a proper end to Congress. At the moment there is a feeling of it petering out and losing momentum by the Thursday”

2. Who can attend?

All members should be able to attend and be encouraged to attend:

Individual members	21	75%
Membership groups	12	34%
Staff groups	1	33%
Total	34	45%

Non-members should be able to attend (e.g. other health care professionals, patients etc.):

Individual members	3	11%
Membership groups	1	3%
Total	4	5%

“Could have a members lottery for free place and accommodation to encourage people to attend.”

“I think the doors are opened to everyone really already, and that's fantastic.”

“This should be open to all including representatives from service users i.e. other disciplines, patients and carers, where appropriate.”

“Should have funding to encourage more HCAs and APs to attend.”

“Should we be encouraging influential people to attend such as directors of nursing - even for one day? This may raise the profile locally of congress.”

“Perhaps get more members involved by placing more emphasis on the training and professional development element, i.e. more educational seminars on CV writing, for example, interview skills, management skills etc.”

“Celebrating diversity is currently done well at Congress with well-attended events. Perhaps there could be more practical sessions on, for example, tackling racism in the workplace etc. to encourage member involvement.”

“We believe that Congress through the work of the Agenda Committee and Council has addressed the issue of diversity, which we believe is an example to other organisations.”

“More needs to be done to encourage and facilitate non-voting RCN members to attend. By increasing the numbers of RCN members attending congress we believe that we will be able to demonstrate better value for money.”

“There should be an equitable balance between forums and branches (professional/trade union split) to ensure informed and reflective debate amongst college membership.”

“Not an issue of who can attend, but who does attend. The tension usually arises at a local/entity level when the allocation of places is done. It is often the same people insisting that they go and not allowing others to have places.”

“The professional development opportunities of Congress should be *sold* to employers to increase the number of members who can attend.”

3. Putting the Congress agenda together

How it is put together?

The current system with the Agenda Committee works well:

Individual members	12	43%
Membership groups	6	17%
Staff groups	1	33%
Anonymous	1	25%
Total	20	26%

Members should vote to decide what is on the agenda rather than the committee (e.g. online):

Individual members	5	18%
Membership groups	3	9%
Staff groups	1	17%
Total	9	12%

Agenda items should be chosen on merit, not based on who submitted them:

Individual members	6	21%
Membership groups	7	20%
Staff groups	1	33%
Total	14	18%

There should be an even spread of agenda items from across the organisation:

Membership groups	3	9%
Total	3	4%

“The way the membership of the agenda committee is selected at present may not be the most appropriate way to select members with a range of skills and backgrounds required to undertake the role. A nominations process with selection may be the way forward to ensure the committee has the skills and experienced needed to fulfil the role.”

“Agenda Committee should have dedicated seats for people from Celtic countries.”

“Let Fellows submit items.”

“A robust equality impact assessment must be carried out to ensure that the agenda, as far as is practically possible, covers the key issues for nurses and nursing, but also gives cognisance to the diversity of nursing practice, of the RCN membership.”

“Keep the 'blind' selection system for the initial trawl of items. However, once this phase has been completed the committee should find out the names of entities submitting items that have the same themes, as the committee could widen the range of entities that have items selected.”

“In national debates - separate sessions where each of the countries representatives can discuss their needs and their strengths. Then bring this back into the main debate where everyone is present to hear each countries' summaries of what they have concluded.”

“We need to keep the agenda committee – their work is certainly appreciated.”

“Could we put all items online and members could vote for the six they like best? The agenda committee could then decide the rest.”

What is on the agenda?

More contentious issues should be chosen which will provoke debate and not be foregone conclusions:

Individual members	4	14%
Membership groups	22	63%
Individual staff	1	17%
Staff groups	2	67%
Anonymous	1	25%
Total	30	39%

There should be fewer or no matters for discussion:

Individual members	2	7%
Membership groups	12	34%
Staff groups	1	33%
Anonymous	1	25%
Total	16	21%

Keep matters for discussion:

Membership groups	3	9%
Total	3	4%

“Agenda should be determined on the basis of its fit with our strategic plan. Currently it's determined on the basis of attention grabbing headlines or is banal.”

“Over the past years there appear to be fewer agenda items covering employment relations issues.”

“Congress needs to be made more relevant to members and it cannot do this without addressing some of the contentious critical issues that face nurses in the workplace”

“Resolutions should be debated during Thursday afternoon, rather than the matters for discussion which were scheduled this year. This would provide an incentive for voting members to stay and stimulate debate.”

“Produce podcasts with the backgrounds to the agenda items in advance of congress and encourage members too debate online before congress itself.”

“Reduce ‘clumping’ of matters for discussion.”

“Very narrow ‘professional’ interest issues to be debated/discussed in smaller fringe events. These could be combined with education event around the issue.”

The submission process

There should be more support for submitting entities in writing their submissions:

Individual members	3	11%
Membership groups	8	23%
Anonymous	1	25%
Total	12	16%

The deadline for submitting agenda items should be extended so that more current topics can make it onto the agenda:

Individual members	5	18%
Membership groups	10	29%
Anonymous	1	25%
Total	16	21%

The committee should give more feedback when agenda items aren't selected:

Individual members	2	7%
Membership groups	19	54%
Total	21	28%

“Suggest help from the comms team in putting together emergency resolutions at Congress.”

“I put forward a matter for discussion that was accepted this year. I was lucky enough to have training and support from the regional office to help me to effectively present my views in a professional way. This may help the quality and

diversity of the items being put forward. It provides you with confidence to give it a try.”

“Need more feedback from committee when an item not accepted.”

“More information needed on how to submit agenda items and emergency items.”

“Could centres having resolutions and matters for discussion accepted on to the agenda be given a maximum of one extra expenses paid, member allowed to attend. It might get more resolutions put forward and Branches feel rewarded for the hard work associated with their submissions.”

“Is there potential for all members to be able to put their points across? Perhaps all members could have the option to send ideas in and the best ones could be picked. ie. a wildcard resolution?”

“Need more space in the agenda for emergency items – should be around a third or a quarter of the time.”

“Agenda drawn up too early. What is relevant in November and December is not necessarily relevant in March and April. We need to be more responsive to political climate.”

“Consider the timing of resolution submission. The first ANS meeting is a few weeks before submission deadline.”

4. Debating the issues

Increasing participation

Encourage more people to speak/stop the same people speaking in every debate:

Individual members	8	29%
Membership groups	10	29%
Staff groups	2	67%
Anonymous	1	25%
Total	21	28%

Stop people overrunning their allotted time:

Individual members	5	18%
Membership groups	2	6%
Total	7	9%

“It is not widely known that you can receive help from the Agenda Committee on speaking and debating these issues.”

“The more complex the system gets the fewer speakers will bother to try to speak. It worked well this year and more new speakers got up.”

“It was my first time at Congress and I felt that there were too many of the same respondents. I wanted to hear the opinions of others.”

“I think feedback from members electronically would be beneficial so that all who wish to contribute are free to do so”

“Why do the same people get to speak all the time? How about if the chair had discretion to say 'you have already spoken a number of times lets hear from someone else’”

“How about a virgin speaker queue?”

“The speaking queue should be managed. People who have never spoken before should be accelerated to the front of the queue, and those that have already contributed that day should move down.”

“Perhaps a buddying system could be introduced for experienced congress members to help new attendees to speak in debates.”

“Do we want to have a buzz-off facility where sufficient electronic voting can shut off someone’s mike?”

“Perhaps there could be a fringe about public speaking, or a short film shown each morning with tips on how to address Congress”

“Introduce a system to automatically reduce each speaker’s time when the queue reaches a certain length to allow more speakers a chance.”

“Voting technology picks up people in the queue sitting nearest the desk first (i.e. it sweeps the hall from left to right and people furthest away from the desk are disadvantaged).”

“Speakers who over run their time should have their microphones cut off.”

Improving flow of debate

Introduce separate “for” and “against” so a variety of opinions can be heard:

Individual members	7	25%
Membership groups	13	37%
Staff groups	2	66%
Total	22	29%

Do not introduce separate “for” and “against” queues – people misused them in the past:

Membership groups	4	11%
Staff groups	1	33%
Total	5	7%

“Suggest three minutes to speak for the proposer and then the seconder just gets mentioned rather than getting to speak.”

“There is now no debate - people come with pre-written speeches”

“A possible improvement could be to select speakers in advance by applying before Congress and outlining the points that they want to raise. The remainder of the time could be left to the floor.”

“There should be a proposing speaker and then an ‘against’ speaker followed by debate.”

“Discourage ‘I agree with the last speaker’ – i.e., if the point’s been made, don’t make it again.”

“There is consensus that the 'card system' needs review and updating given the changes that have occurred to Congress.”

Other

“Members of Council should be encouraged to abstain from entering the debates unless they are part of a submitting entity or it is clearly their area of expertise and they can contribute valuable information to a debate – their role is to listen to member views and take forward the issues raised.”

“Updates could be encouraged on Twitter and Facebook and displayed on the screen or read out by the chair between the speakers.”

5. Voting and funding

Who can vote?

Introduce a “one member, one vote” system to encourage all delegates to feel part of debates:

Individual members	5	18%
Membership groups	11	31%
Staff groups	1	33%
Total	17	22%

Do not introduce a “one member, one vote” – keep Congress a representative body:

Individual members	2	7%
Membership groups	5	14%
Staff groups	1	33%
Total	8	11%

“Generally one member one vote not a good idea, unless the whole membership is there but perhaps experiment with opening up certain resolutions to online voting.”

“Make members aware that they are voting for an entity and not personally.”

“Council listens to the debate – why vote at all?”

“Retired and honorary members have a great deal to offer and their vote is more valid than a student in their first year whose opinions are often aspirational.”

“In my experience forums do not involve their membership in Congress issues, voting etc.”

“Stewards, Safety & Learning Reps, and Students are also members of branches and have places on the national and regional boards. Therefore whilst they have a key role influencing Congress, this may need to be tempered in terms of the number of votes that each of these groups have at present.”

“The position of retired members within the organisation i.e. voting rights, needs more publicity.”

“Voting allocation should be in line with membership numbers.”

“Need to seriously consider moving away from branch and forum representation.”

How can you vote?

Introduce online voting so that those not attending in person can still take part:

Individual members	5	18%
Membership groups	16	46%
Individual staff	1	17%
Staff groups	3	100%
Total	25	33%

Do not introduce online voting:

Individual members	1	4%
Membership groups	2	6%
Total	3	4%

“Voting technology failed twice with our branch during the week which was of concern.”

“Committee members had experienced difficulties with their handsets and registering to vote, and the voting registrations each day did not always correspond with the committee’s voting timetable. The committee was concerned that this had resulted in some of their votes not being recorded.”

Abstentions

Get rid of the “abstain” option when voting:

Individual members	2	7%
Membership groups	9	26%
Total	11	14%

Keep the “abstain” option:

Membership groups	2	6%
Total	2	3%

“There are limitations to the for/against/abstain voting system and a graded voting system may be beneficial.”

Attendance

Make sure that those funded to attend as voting members are present in the hall during debates and vote:

Individual members	4	14%
Membership groups	6	17%
Staff groups	1	33%
Total	11	14%

“Perhaps there should be charges to branches who send delegates if they don’t vote in all the debates. If members’ money is spent on someone attending, they should be expected to attend all debates.”

Funding

Fund non-voting members to encourage participation:

Individual members	1	4%
Membership groups	4	11%
Total	5	7%

“The people who should be funded to attend should be those who have worked hard during the year for the RCN.”

“Though it would be fab to have everyone experience Congress, the cost of attending is what prevents this happening and there is only so much funding available for activists. I’m not sure what can be done about the funds in future, but it is likely that the ‘usual suspects’ will attend Congress and not the masses who want to go.”

“Remove funding from branches – to be managed by boards to ensure all places are used as efficiently as possible.”

“Funding money should be given to the branches to allocate funding.”

“We believe that the voting and funding for the branches and forums under the present system is fair and we as a branch use that funding to fund as many branch members to attend as possible.”

“Being paid retrospectively can affect some individuals’ ability to attend.”

“Funding should not just be available for voting members. There should be funds available to encourage non-voting and/or first time attendees to Congress to encourage new member involvement.”

“If as was suggested that board members should be funded to attend congress should not all branch chairs also be funded to attend as well?”

“I feel we should have accommodation paid for on Thursday night as it is a long day and then we are expected to drive home and miss the end of Congress dinner.”

“Need to tighten up travel expenses. Members are making money when charging for long distance mileage expenses.”

6. Speakers

How many speakers?

The speakers are good and we have the right number:

Individual members	4	14%
Membership groups	2	6%
Individual staff	2	33%
Anonymous	1	33%
Total	9	12%

There are too many speakers:

Individual members	5	18%
Membership groups	10	29%
Staff groups	2	66%
Total	17	22%

Speakers should be kept separate from the debates (e.g. in fringes):

Individual members	7	25%
Membership groups	8	23%
Staff groups	2	67%
Total	17	22%

“Although I found the speakers very interesting, I think some might be more useful in interactive fringe sessions where those who have a particular interest in the topic can attend.”

“Too many celebrities attend now which takes away valuable debating time.”

“The focus currently seems to lie on the Monday – perhaps guest speakers etc could be spread out more.”

“Popular speakers should be on the last day to incentivise people to stay.”

“Have some key note speakers at the end of the week to encourage people to stay.”

“Should the President, Chair of Council and the General Secretary all be given long slots at Congress to make key note speeches?”

Politicians

There are too many political guest speakers:

Individual members	5	18%
Membership groups	7	20%
Total	12	16%

Question Time-style sessions should be held with politicians rather than giving them slots individually:

Individual members	1	4%
Membership groups	10	29%
Total	11	14%

Politicians from all four countries should address Congress:

Individual members	2	7%
Membership groups	11	31%
Total	12	16%

“Condensing separate political debates into a single session, where each person could have a couple of minutes each to state their case, then later a few minutes to respond.”

“I like having political leaders speaking. We need to be very cautious about other personalities as speakers, to ensure they have relevance to current issues.”

“Political speakers should be limited to one per Congress and should be timed for later in the week.”

Wish list

International speakers should address Congress:

Membership groups	3	9%
Total	3	4%

"It would be good to look at more next year around compassion and safety"

"How about getting the patients' perspective or someone from the military nursing field to talk about a day in their life - that would be very emotive. More international issues along the lines of Stephen Lewis and his talk on HIV."

"Maybe move the John Goodlad lecture into a daytime slot rather than the evening slot which is confounded by fringe events"

"Ordinary members sharing best practice should be encouraged as well as those who have done something ground-breaking."

"Have speakers from other disciplines within the health arena to talk about what they are doing and what lessons can be learned."

"How about members of the Royal family, since we are a Royal College?"

7. Themed days

There should be more theme days so people can plan their time better:

Individual members	8	29%
Membership groups	6	17%
Staff groups	1	33%
Total	15	20%

There shouldn't be any more theme days as discourages attendance on some days:

Individual members	7	25%
Membership groups	12	34%
Individual staff	1	16%
Staff groups	1	33%
Anonymous	1	25%
Total	22	29%

"Not sure about HCA Day. Maybe better to have a HCA 'strand' running on each day?"

"On HCA day the HCA members who attend miss out on the chance to vote and see the debates. Maybe these could be put to themed evenings?"

"No Seperate HCA/student days - we should all be in the main hall together as a family."

"The current set up may appear that we are not really serious about our HCA membership in particular."

"How about an acute services day or community services day?"

"Themed days would enable members to attend on days they were most interested in."

“How about a non-activist day to encourage more to attend?”

“Board members felt that a themed day for new members and/or first time delegates should be considered.”

“Themed days are ok as long as they have a broad topic and will appeal to the many.”

“Have themed days so fringes can be more organised and delegates can plan their time, but don't separate debating topics.”

“A day around CPD would be great. Staff from the L&D Institute (including the library) and the Nursing Department could get involved.”

“There used to be themed days when all the debates focussed on particular issues – it didn't work as delegates used procedural motions to cut short debates they weren't interested in.”

8. More thoughts

Fringe programme

There are too many fringe events:

Individual staff	2	7%
Membership groups	2	6%
Staff groups	1	33%
Total	5	7%

Stop fringes clashing with debating time so voting members can attend (e.g. leave time for people to walk to fringe venue from debating chamber):

Membership groups	9	26%
Staff groups	1	33%
Total	10	13%

Provide packed lunches to voting members so they can attend lunchtime fringes without missing a meal:

Membership groups	6	17%
Total	6	8%

“The fringe meetings I attended opened up a discussion without much initial presentation or introduction of the issue. This meant there were no clear boundaries or context for the discussion and I felt that people struggled asking questions.”

“There is always a varied and interesting fringe programme. We do not know how the event organisers could improve on it.”

“Reduce number of fringe events and all should be accredited towards CPD.”

“Fringe events need to be as adjacent to the Congress venue as possible.”

“Perhaps there could be a member/staff group to decide on what fringes should go forward for being most relevant.”

“Fringe events excellent with a wide variety to choose from.”

“More specific fringe events of Celtic issues please.”

“Need to increase number of fringe events on the Thursday.”

“The fringe brochure should indicate how long it takes to get from conference centre to venues to allow people to leave in time without disturbing debates.”

“Packed lunches should be provided for voting member so they can pick them up leaving the hall and get to fringe events without having to miss a meal.”

“Some excellent fringe events should be videod and placed on the website.”

“Is there any way to obtain notes for fringe events we could not attend - put on the website for all to download?”

“Walking time should be considered for fringe events if members are to get back to the auditorium in time to vote.”

“Evening fringe events are not well attended and should be stopped.”

“John Goodlad lecture was great but poorly attended because people get knackered! Could it be moved to a lunchtime slot?”

“More attention to scheduling of fringe events, e.g. in 2010 were two learning rep events on at same time and two learning disabilities events.”

“The board felt that the possibility of pre-booking fringe events should be explored.”

Social events

Choose venues with cheaper food and drinks:

Individual members	1	4%
Membership groups	5	14%
Total	6	8%

Celtic Night shouldn't be held:

Membership groups	5	14%
Total	5	7%

Keep Celtic Night:

Membership groups	2	6%
Total	2	3%

“Social side is great but the cost of the drinks is extortionate.”

“More awareness of drunkenness and abuse of alcohol during Congress (shouldn't be encouraged).”

“The accessibility of venues for social events should be explored.”

“This year the evening functions held on the Monday and Thursday were overcrowded and there was insufficient catering.”

“There was a very strong view that the Celtic Night event should not be held in future. Congress is about celebrating all members and there should not be a fund event for one particular section of the membership or countries.”

“The word ‘disco’ is old-fashioned and could be updated.”

“We were disappointed that the Representatives/Stewards’ Dinner was replaced with the End of Congress Party. This was one formal function which representatives believed was a thank you for the work they undertook.”

The exhibition

“Too many recruitment agencies and not enough educational/information exhibitors.”

“It would be really brilliant if the exhibition hall could be open on the Sunday when people are registering, so that those who are probably not going to have much time during their week to go round will have the time to do so, without rushing around when they can.”

“We think the exhibition should be open later beyond the end of the debating session, especially on Tuesday. Also, the exhibition should close on Wednesday at the end of business, not during the afternoon break.”

Other

Get rid of each year’s overall theme (e.g. “Caring Together”):

Individual staff	2	33%
Total	2	3%

“Internet café and fitness sessions are good. Website is incredibly useful.”

“I believe that all the colour-coding of days, various people’s roles, etc is an unnecessary spend. Not many delegates would know why someone wearing a green t-shirt was any different to someone wearing a blue t-shirt.”

“Web access to Congress is an excellent innovation and needs to be further refined and promoted.”

“Could emails sent in relating to items being debated be printed in the Daily Bulletin if they raise relevant and important points?”

“Consider also using event as possible time for staff team activity across the organisation.”

“Is the word ‘Congress’ old-fashioned? Perhaps a name change should be considered.”

“Better promotion of Congress beforehand: get an ident film made and email round as viral campaign and on social media outlets to encourage attendance and the webcasts.”

“Council members should be more visible.”

“As congress is wanting to change and move with the times but at the same time has very little archival information about Congress, could Congress have a small stand at Congress and invite all members attending Congress to bring with them copies of dated and labelled photos of events and people at previous

Congresses and RRBs. This could provide the RCN's archive staff with an abundance of items which might be of interest to them.”

“Need more recognition of the independent sector. Often the main focus is on the NHS.”

“What is the purpose of congress and what are the key objectives the ‘event’ seeks to achieve? This does not appear to be articulated clearly anywhere currently and needs to be answered as a matter of urgency.”

“We shouldn’t underestimate the positive impact that congress has for all members but particularly activists. There is no doubt that for many of our activists it is the yearly opportunity to be reinvigorated and reaffirm our commitment to them and their commitment to RCN activity.”

Appendix 1: List of respondents

Individual members

Andrew White
Audrey Simpson
Bryan Wilson
Catherine Boyle
Celiwe Deborah Majola
Dorrett Graham
Eric Watson
Gail Brooks (West Midlands Board)
Gillian Powter
Graham Revie
Hannah Marriage
James Bethel
Jean-Paul de Wet
Jeremy Fowler
John Kelsall (West Midlands Board)
June Clark
Karen Dutton
Krisha Wilson
Lorraine Hicking-Woodison
Marie McQuirk
Michael Smith
Nimrod M. Muringani
Paul Jebb
Phil Noyes (West Midlands Board)
Robert T. Moore
Sandra Stickland
Sue Warner (West Midlands Board)
Yvonne Needham

Membership groups

ANS Executive Committee (represents 34,073 students)
Bradford and Airedale Branch (3,270 members)
Brighton and Hove Branch (2,293 members)
Cheshire East Branch (4,250 members)
Congress Agenda Committee
County Durham and Darlington Branch (2,721 members)
Cumbria Branch (2,472 members)
Devon Branch (3,328 members)
East Kent Branch (3,765 members)
East Lancashire Branch (4,361 members)
East Midlands Board (represents 25,248 members)
Eastern Board (represents 33,189 members)
Forum Governance Group
Joint Representatives Conference (represents 2,775 activists)
Leeds Branch (5,749 members)
London Board (represents 51,608 members)
Membership and Representation Committee

North of Tyne Branch (6,116 members)
Northern Board (represents 18,144 members)
Northern Ireland Board (represents 13,659)
Nottingham Branch (5,618 members)
Nurses in Management and Leadership Forum (9,553 members)
Scotland Board (represents 38,840 members)
Scunthorpe Branch (800 members)
South East Board (represents 52,735 members)
South West Board (represents 35,280 members)
South Lincolnshire Branch (1,897 members)
South of Tyne and Wear Branch (2,259 members)
South Staffordshire Branch (3,520 members)
Suffolk Branch (3,793 members)
Tees Valley Branch (4,576 members)
Wales Board (represents 23,673 members)
Yorkshire & the Humber Board (represents 32,647 members)
UK Learning Representatives Committee (represents 657 learning reps)
UK Stewards Committee (represents 1,906 stewards)

Individual staff members

Alan Chalkley
Gemma Knights
Juliet Adkins
Karen Webb
Kevin Hasler
Patricia Taylor

Staff groups

Member Communications
English Management Team
Policy Unit

Anonymous

Four anonymous responses