

THE ROYAL COLLEGE OF NURSING OF THE UNITED KINGDOM

87th ORDINARY GENERAL MEETING

MINUTES

The 87th Ordinary General Meeting of the Royal College of Nursing of the United Kingdom was held at 14:30 hours on Wednesday 24 June 2015 at RCN Congress at the Bournemouth International Centre.

The meeting was chaired by Cecilia Anim, President of the Royal College of Nursing.

1 WELCOME AND INTRODUCTIONS

- 1.1 The President welcomed everyone to the Annual General Meeting which she was chairing for the first time.
- 1.2 She introduced the platform party: Michael Brown, Chair of Council, Dr Peter Carter OBE, Chief Executive & General Secretary; David Harding-Price, Honorary Treasurer, and Tim Golbourn, Director of Finance and Corporate Services.
- 1.3 The President explained how the business of the meeting would be conducted and confirmed that the meeting was quorate.

2 MINUTES

- 2.1 The minutes of the 86th Ordinary General Meeting of The Royal College of Nursing held on 18th June 2014 were agreed as a correct record subject to:
 - amending paragraph 5.9 to reflect that dental nursing was also discussed.
- 2.2 The President then invited members to raise any matters arising from the minutes which could not be raised elsewhere on the agenda. There were no matters arising.

3 TO RECEIVE THE ANNUAL REPORT OF COUNCIL

- 3.1 The President invited Michael Brown, the Chair of Council, to present the 2014 Annual Report.
- 3.2 The Chair of Council welcomed members and guests to, what he called 'the most important meeting of the year' for him. He explained how he feels a huge sense of responsibility acting as the RCN Chair of Council at such a challenging time for the profession.
- 3.3 In his speech the Chair of Council explained that he had led the recruitment process which had resulted in the appointment of Janet Davies as the RCN's new Chief Executive and General Secretary. He welcomed her passion for nursing and her ambition for the organisation.
- 3.4 He went on to publicly acknowledge the huge contribution that Dr Peter Carter had made to the RCN and the nursing profession as the RCN's Chief Executive and General Secretary over the previous nine years. He highlighted Peter's strong leadership during a tempestuous period for the profession and commended the foundations that he has put in place to ensure a sustainable future for the organisation.
- 3.5 The Chair of Council outlined how busy the last 12 months have been for the organisation. In the previous year there were more than 24,000 new representation cases in over 7,000 workplaces. Importantly, Member Support Services had helped members struggling with debts of a total of more than £8 million, some of which has now been written off. The RCN has also prevented 17 members from being made homeless and helped others to gain just over a million pounds' worth of charitable payments of benefits that they were owed. Thousands of other members have accessed the RCN's counselling and career advice services. The demand for assistance continues to grow, but the Chair of Council vowed to fight on and work harder for the members of the RCN.
- 3.6 The Chair of Council pledged to expose the impact of continuing cuts on the nursing profession and patients. The RCN would continue to ask serious questions of the Government if changes to nursing terms and conditions were put forward. He emphasised how hard the RCN has campaigned in the workplace through the *What If?* and *Excess Hours* campaigns, both of which had a great impact. He explained that the RCN had recently submitted a response to the Pay Review Body on 7-day care and expressed concern about attacks on unsocial hours arrangements
- 3.7 The Chair of Council informed members that the RCN had recently become associate members of the National Union of Students (NUS).

The RCN would be working with the NUS to provide better support for nursing students and to lobby for improved student bursaries.

- 3.8 He also acknowledged that over the past 12 months the RCN has ensured that it offers the highest quality nursing education resource and continuing professional development materials. These resources have been designed to help deliver the recommendation in Lord Willis's report on nurse and healthcare training and to support the new nursing and midwifery model of revalidation. The Chair of Council emphasised that one of the RCN's priorities over the next 12 months would be to ensure members have everything they need to support them in the revalidation process.
- 3.9 Michael introduced the new RCN website, which had been piloted throughout the week at Congress. He also updated members on a new customer relations management (CRM) system, which would be introduced in the autumn after an extensive member consultation. The new system would enable better communications with individuals or groups using a number of different channels.
- 3.10 The new branch resource would continue to be modified over the next 12 months as a result of a number of new issues being identified through the member consultation. Michael confirmed that it would include information on funding branch activity. It was also noted that work has started on updating a new forum handbook.
- 3.11 The Chair of Council reminded members of the review of Council which he is leading. The review is the last stage of the wider Legal and Governance Review which seeks to ascertain whether the current RCN ways of working of Council and its committees is fit for the future. He informed members that their views would be sought through a survey and member consultation later in the year.
- 3.12 The Chair of Council highlighted a number of key areas of work for 2015. Improving member engagement was cited as the most important goal in the next 12 months. He emphasised that his priority for the coming year would be to extend the RCN's outreach, to talk to members who are not engaged and try to form an understanding of why and what could be changed to encourage greater engagement. **Equally, Council will focus on the Independent Sector and doing everything it can to champion the**

RCN's healthcare assistant members in their fight for fair pay, training and development, and safe staffing levels.

- 3.13 Finally, the Chair of Council informed members how the RCN has been working with the RCN Foundation to support it in becoming the charity of choice for the nursing community during difficult times for the profession.

4 FINANCIAL STATEMENTS AND THE AUDITOR'S REPORT FOR THE FINANCIAL PERIOD 1 JANUARY 2014 TO 31 DECEMBER 2014

- 4.1 The President invited the Honorary Treasurer, David Harding-Price to present the Financial Statements and the Auditor's Report for the financial period 1 January to 31 December 2014.
- 4.2 In his presentation the Honorary Treasurer focussed on the financially strong position of the college which would enable better support for members and the ability to deal with the major challenges ahead.
- 4.3 The accounts showed a surplus of £10.2million and a balance sheet with a net value of £12.1m. This showed a reduction in the balance sheet from December 2013 .
- 4.4 The Honorary Treasurer reported on the continued impact of the RCN staff defined benefit pension scheme. During the year there was an increase in the deficit in the scheme from just under £50 million to just under £55 million, and this was partly due to the prolonged low interest rates and poor return on Government bonds. While the scheme had been modified going forward to reduce the impact, this did not change the liabilities that had been accrued to date. Council had a responsibility to take action to address the increasing deficit and therefore had increased the recovery plan payments by a £15 million lump sum payment into the scheme. This payment had not impacted on the services provided to members. The next valuation of the pension scheme would be due in September 2016.
- 4.5 The Honorary Treasurer reported on the new investment portfolio which had been opened by Council with £40 million cash. By 31 December this investment had grown to £42.9 million and generated an income of nearly £600,000. The Investment Committee had instructed the investment managers to use their voting rights in line with the RCN's

statement of beliefs and guiding principles, and considered regular reports on the portfolio, the return and the RCN's ethical position.

- 4.6 Costs over the year had increased by just over £5 million, particularly due to the indemnity scheme, but these had been covered without impacting on other services to member. Changes made to the indemnity scheme would bring these costs more under control in the long term.
- 4.7 The report endeavoured to be clearer in showing how money was being spent across the range of member services and activities.
- 4.8 The Honorary Treasurer referred to comments from members at the 2013 AGM which asked for greater clarity on expenditure on International activity and funding allocation across the regions and countries. He explained that as these activities were delivered across several services it was not possible to report them separately within the annual accounts.
- 4.9 There was ongoing investment into the RCN's IT systems to improve the services offered to members. The new website was due to be launched at the end of 2015, and the new customer relationship management system would be launched in the autumn.
- 4.10 Membership numbers had grown in all categories, nurses, students and healthcare practitioners. The Honorary Treasurer urged those present to continue their efforts to grow the membership. This would increase the financial strength of the RCN, and increase the pressure on the politicians. He also encourage branches to use their historic funds to benefit their local members, and suggested combining funds between several branches.
- 4.11 The Honorary Treasurer confirmed that there would be no increase in membership subscriptions in 2016.
- 4.12 In closing the Honorary Treasurer thanked staff and activists across the organisation for their continued support and commitment.
- 4.13 Members were invited to ask questions on the annual report and financial statements.
- 4.14 Mary Shaw, Central Manchester branch, asked for Council to ensure that Congress and AGM literature is fully accessible to members with vision impairment, citing the Working together diagram in the Council report (page 23) as particularly difficult to see and read. The President

confirmed that this comment would be taken on board and the issue would be addressed.

- 4.15 Geoff Earl, Lothian branch, asked for clarification on the meaning of investments with 'no detriment' and for further assurance of the consideration given to ethical investments. The Honorary Treasurer confirmed that the RCN worked closely with the investment managers to ensure that the investment portfolio made a return and also met ethical requirements. It was noted that the RCN made the same investment exclusions as both the Church of England and Oxford University.
- 4.16 Denise Chaffer, Nurses in Management and Leadership Forum, referred to the RCN's member engagement strategies, and asked what could be learned from the successful mobilisation of voters in the Scottish referendum. She suggested increasing the use of IT and online voting to improve engagement.
- 4.17 The Chair of Council explained that there was a standard consultation process with members that had been in use for the last 18 months and this was available on the website and regularly refined. The current consultation process informed Council through the committee structure, involving reps and activists through boards and through branches and then feeding back through that same route.
- 4.18 The Governance Support Committee would be developing a standard consultation process for how the RCN engaged with members to set policy.
- 4.19 There had been an increased use of social media during Congress week which actively demonstrated that the RCN was improving the ways it was engaging with members.
- 4.20 There were legal constraints around postal/electronic elections for some elected roles, but the Chair of Council confirmed that the RCN would continue to develop the use of IT to improve engagement from members subject to expected changes to the trade union legislation.
- 4.21 Philip McCaffrey, Cardiff and the Vale branch, asked when the RCN would work through the defined benefit scheme and when its impact on the college finances would come to an end. Tim Golbourn, RCN Director of Finance, explained that there would be a risk around the pension scheme for however long it exists. On the current projections it would be

in operation for another 30 to 40 years, for as long as there are members of the scheme.

- 4.22 Tom Murray, Devon branch, referred to the RCN's associate membership of the NUS, and asked if the College would also work with University and College Union (UCU), both in terms of nurse teacher members, and also in terms of developing courses for Health Care Assistant members. The Chair of Council explained that the relationship with the NUS was in its infancy and the RCN had not looked at an alliance with UCU and teacher and lecturer colleges at this moment in time.
- 4.23 Tom Murray also asked if Council would commission a piece of work to find out why only 16% of people respond in ballots. The Chair of Council replied that the RCN worked closely with Electoral Reform Services (ERS) following every election cycle and member engagement was an ongoing priority area of work for Council.
- 4.24 John Hill, Humber branch requested that in future years the financial report be made available on the first day of Congress to give members two days to look at the accounts before the AGM. The Director of Finance agreed to look at how to make this information more accessible during Congress week.
- 4.25 Jean Richards, North Wales branch, wished to ask a question regarding the minutes items 5.23, 5.24, 5.25. However the President advised Jean that the item on matters arising had already concluded.
- 4.26 Mary Shaw, Central Manchester branch, asked if the 3-per-week limit on bulk emails to forum members would still apply when using the new Customer Relationship Management (CRM) system. She expressed concern that many important messages would not get through to members. The Chair of Council said that there would be many different ways to reach members through CRM system, including email, SMS, Facebook, Twitter. The staff links for reports to Forums would be JP Nolan, Head of Nursing Practice, and Donna Kinnair, Deputy Director of Nursing.
- 4.27 Maggie Heaton, Lancashire West branch, and Andrea Spyropoulos, Knowsley & Liverpool branch, requested clarification on the use of historic funds and how these could be used, citing a local example. The Honorary Treasurer explained the accounting rules that affected the financial management of historic funds and he advised branches to spend their money or club together to spend money for the benefit of members. Unspent money at the end of each accounting period would be returned to the central pot. The Chair Council asked for regional staff

to address further queries specific to individual branches and find a solution.

- 4.28 Jayne McCreddie, East Kent branch, conveyed thanks from Peggy Pryer for the work on developing the new website.
- 4.29 Andrea Spyropoulos, Liverpool & Knowsley branch asked for clarification on the instructions to branches on how to access funds and expressed concern that branches were being limited unnecessarily. The Chair of Council agreed that a plan would be put in place to help address specific concerns
- 4.30 Anthony McGeown, Greater Glasgow branch, requested information regarding the salaries of the RCN's modern apprentice staff and who they compared to the living wage. The Chief Executive confirmed that the RCN is a living wage employer. There was an exception within the accreditation for modern apprentices and they were not currently paid the living wage. However, the RCN did meet the requirement of the national minimum wage for modern apprentices depending on their age. There had been a recent review of pay rates for RCN apprentices.
- 4.31 Mary Shaw, Central Manchester referred to a question posed by herself and Jean Rogers at an AGM two years ago, asking for Council to committee to ensure that students on Continuing Professional Development (CPD) programmes get adequate study time for courses deemed essential for them to function as registrants, including membership, and asked what progress had been made on this work. The Chair of Council deferred this question to be taken under the agenda item for matters of a professional nature.
- 4.32 With reference to the Honorary Treasurer's explanation of how historic funds would be accounted for, Ken Buckler, Outer North West London branch, gave an example where he believe an exception had been made in his branch. The Honorary Treasurer said that he would need to look more carefully at the specific details in this case before he was able to answer and asked Ken to speak to him and the Director of Finance after the meeting.
- 4.33 Anthony Shum, South West London Inner branch, asked for a point of clarification on the dates by which historic funds should be spent. The Honorary Treasure clarified that the first year ended 31 December 2014, the second year ended 31 December 2015, the third year ended 31

December 2016, and this would be the last point at which branches would have access to that money.

- 4.34 Olayinka Bajomo, North Central London Outer branch said she was concerned that there was a lack of respect amongst nurses for their seniors and in the way nurses are treated by other professionals and asked what the RCN was doing to address this. The Chair of Council referred the meeting to the RCN's respect campaign and emphasised that the RCN was a respectful organisation.
- 4.35 The President thanked members for their questions relating to the annual report and the financial statements and moved onto the next item on the agenda.

5 TO DISCUSS ANY MATTERS OF A PROFESSIONAL NATURE OF IMPORTANCE TO MEMBERS

- 5.1 The President welcomed Anne Wells, Chair of the Membership and Representation Committee (MRC), Ian Norris, Chair of Nursing Practice and Policy Committee (NPPC), and Janet Davies FRCN, Director of Nursing and Service Delivery, to the stage. The President invited members to come forward with any questions relating to the professional role of the College.
- 5.2 Philip McCaffrey, Cardiff and Vale branch, asked what would be the RCN strategy regarding the 2 plus one plus one recommendation in the Lord Willis report, as it correlated to Nursing and Midwifery Council (NMC) developments. Janet Davies, Director of Nursing and Service Delivery, said that the RCN was calling for evidence from members on any aspect of Shape of Caring to inform work on the response to the expected NMC and Health Education England (HEE) consultations following the Willis review. She asked members to contribute to the RCN call for evidence through the website.
- 5.3 John Hill, Humber branch, requested an update on work nationally to bring together the activities of forums and branches. He praised the support from a regional officer in his region who ensured that forum activities were forwarded by email each month. Ian Norris, Chair of NPPC, provided an update on the work done to integrate the work of forums into the work of the college. A new induction programme for Forum Steering Committee members had been designed and delivered. The Chair of Chairs, Jason Warriner, was also actively encouraging the forums to work together. The branch consultation responses would

enable Council to look more closely at the college's structures and ensure there was a fully integrated service for members.

- 5.4 Anthony McGeown, Greater Glasgow branch, asked for Council's opinion on if the revalidation confirmer should be a registered nurse. He expressed concern for the difficulties this may create for members whose line manager was an operating department practitioner on the Health and Care Professions Council (HCPC) register. Janet Davies explained that currently, in the pilot phase, the arrangement would be that a line manager would be the confirmer, and if necessary, a registrant would countersign that.
- 5.5 Doreen Crawford, Chair of the Children and Young Person's Acute care forum, commented on the forum's response to the proposed Council priorities for 2016 and the Chair of Council confirmed that Council would consider all responses at their July meeting.
- 5.6 Jane McCready, Greater Glasgow branch, asked how the RCN could ensure that all RCN members were engaged in any future ballots. Anne Wells, Chair of MRC, emphasised the role of reps in engaging with their members to help to improve engagement. The Chair of Council confirmed that Council continued to look at how to better engage with members, using social media as a new way to contact people and make it more exciting for people to engage with their branch.
- 5.7 Jayne McCreadie, East Kent branch, asked if the RCN was able to support and be knowledgeable about the role of hospital play specialist members. Anne Wells said that the definition of healthcare assistant members had been adjusted to ensure that the RCN was able to offer the right support to this membership category.
- 5.8 Maura Buchanan, Greater Glasgow branch, asked how the RCN would influence and work on international policy and practice, for example developing sustainable development goals, without being a member of the International Council of Nurses (ICN). Janet Davies reported that the RCN was well connected and engaged internationally both in Europe and beyond. The RCN is a member of the European World Health Organisation nursing group, as well as the European Federation of Public Services Unions (EPSU) and the European Federation of Nurses Associations (EFN), and working directly with sister organisations on specific projects. The meeting noted that the RCN International committee had a clear strategy and was still in communication with the ICN.
- 5.9 Andrea Spyropoulos, Liverpool & Knowsley branch, raised concerns about the limitations put on the North West region's ability to expand to

meet the needs of members when it was restricted by its current office space with a further 10 years on the lease. Peter Carter commented on the specific problems faced by the North West region office and expressed his regret that they were legally bound by the terms of the lease. He confirmed that there were plans to spend money on reorganising the office layout and making as many improvements as possible within the confines of the space available.

- 5.10 Tom Murray, Devon branch, requested an update on progress made to achieve mandatory training for support workers in pursuit of regulation. Ian Norris confirmed that he believed mandatory training for all RCN members was a really important issue and continued to push for that.
- 5.11 Maria Nicholson, Buckinghamshire branch, asked how the RCN were responding to the risk that NMC fees would increase under the new model for revalidation. Janet Davies confirmed that the RCN did not expect revalidation to be at the expense of nurses and this position was made clear in lobbying work and meetings with the NMC.
- 5.12 Chrissie Clarke, Inner South East London branch, suggested that the RCN could use issues that provoke a passionate response in members to introduce new members and engage more members in the work of the college. Anne Wells confirmed that members would be involved with progressing work on the items on the Congress agenda and encouraged members and reps to talk about these issues in their workplace.
- 5.13 James Hellard, Older People's forum, asked for clarification on the recent changes to the Health practitioner membership category as he felt it prevented many healthcare assistants from becoming members of the RCN. Anne Wells explained the criteria for a health care assistant membership of the RCN. Janet Davies said that it was not a matter of direct supervision by a registered nurse, but that their work and duties were designated by a registered nurse. She invited members to discuss any specific scenarios after the meeting.
- 5.14 Soline Jerram, Brighton & Hove branch, asked for clarification on whether other regulated healthcare professionals could act as confirmer as stated in the current NMC guidance. Cecilia Anim explained that the guidance was currently being piloted and was under consultation and that these issues would be clarified as part of that process. Janet Davies quoted Jackie Smith, NMC Chief Executive, who had spoken earlier in Congress week, and said that the secondary confirmer would be a

registrant of the NMC. The RCN would strongly lobby in support of this throughout the pilot and consultation phase.

- 5.15 Aguiyi Green Nwagu, Portsmouth branch, asked if the RCN had someone to reach out to Westminster when members needed their voice to be heard one to one. Peter Carter confirmed that the RCN had a parliamentary team who were regularly at the House of Commons and House of Lords. The RCN met with MPs, peers, ministers and shadow ministers frequently. The RCN also hosted lobbying events at Westminster and these were supported by members. He invited Aguiyi to find out more detail after the meeting.
- 5.16 Andrea Spyropoulos, Liverpool & Knowsley branch requested that the RCN put in place a mechanism whereby staff cannot continue with a lease without any discussion with local representatives. Andrea also suggested renting additional accommodation local to stewards, the cost of which could be met by increasing membership numbers. Dr Peter Carter assured the meetings that the Bolton office would be refurbished. He also confirmed that the estate strategy and issues around member and staff access to resources were under review by staff who were committed to the best interests of members.
- 5.17 Andrea also commented on a report in the Health Service Journal regarding an NHS England study revealing a significant relationship between the number of nurses on duty in hospitals and 30 indicators of patient care and outcomes. Janet Davies confirmed that the RCN were aware of this research and would be working closely with NHS England to ensure they continue work to implement the findings. She also encouraged representatives to campaign on these issues at a local level.
- 5.18 Sue McBean, Northern branch, asked if the RCN was certain that there were no members of the RCN in the HCA membership category without registered nurse supervision. Janet Davies explained that no one had been removed from membership following the clarification to the definition of this membership category.
- 5.19 Sue Rayment, District Nurses Forum, asked if there were any plans to provide more guidance and training to help new forum members become more effective in their role. Michael Brown reported on work to roll out a committee development programme and confirmed that Jason Warriner, Chair of Chairs, was involved in this work.
- 5.20 Linda Curtis, Oxfordshire branch, asked if the RCN felt that the dual role of professional body and trade union placed the college in a challenging position; creating a lack of clarity for the general public and causing

unnecessary tensions. Anne Wells replied that following consultation with members, Council had discussed this issue at length and agreed that both parts of the RCN were better together. She gave examples of how NPPC and MRC were working more closely together.

- 5.21 In the light of several questions from the floor regarding Health Practitioner membership, Brian Murphy, Chair of the Health Practitioners Committee, requested further guidance to be issued to make sure that representatives were recruiting new members properly.
- 5.22 With reference to the earlier question on the wage paid to modern apprenticeships, Maria Nicholson, Buckinghamshire branch, suggested that the RCN could do better than adhering to the law and make sure all employees are at least given the living wage. Peter Carter agreed that the RCN would look at further ways to demonstrate it was an exemplar as an employer.
- 5.23 Annas Alamudi, South East London Inner branch, asked for Council's assurance that local branches and members could independently organise demonstrations on issues that have been discussed and agreed at Congress. Michael Brown confirmed that through the structures of branches, executive officers and staff, members could organise and demonstrate on any agreed issues, whether local or national. He asked members to work with staff to identify and facilitate events.
- 5.24 The President asked Peter Carter to respond to a written question from Bethan Sivitar, Black Country branch, who had asked what the RCN was doing to help disabled members find employment and support and to be more accessible as an organisation. Peter Carter said that representatives and officers worked to improve employers' compliance with the law and the ethics behind it. The RCN looked for ways to set an example as an organisation, and worked hard to ensure that events, including Congress, were more accessible to members with disabilities. He acknowledged that would always be ways to improve practice in this respect.
- 5.25 The Chair of Council responded to a written question from Dave King, Humber branch who had asked for an explanation of why the remuneration to the current Chair had increased more than fivefold. He explained that this amount was paid to his employer for two days per week when he carried out his RCN role and reflected a difference in salary and activity from the previous Chair.
- 5.26 Helen Oatham, Norfolk branch, had submitted a written question asking Council for the outcome of the facilities agreement workshops and how

the benefits of representatives would be articulated. The Chair of Council announced that the RCN had commissioned research to further this work and this had been awarded to a professor at Warwick Business School.

- 5.27 In response to a written question from Jan Rushforth, Fife branch, the Chair of Council explained that the articles of association for RCNi were in the process of being changed.
- 5.28 Grant Byrne from the Students Committee had submitted a written question asking for an update on what Council was doing to support and encourage the effective use of social media amongst RCN members and the nursing profession in general. The Chair of Council confirmed that Council recognised social media was a fantastic tool for member engagement and Council members had recently taken part in a social media master class.
- 5.29 The RCN was now including social media in much of its work and communications to members and this was facilitated by the digital media team. Congress week was demonstrating how the RCN was embracing the use of social media and the new member access portal would offer Twitter and Facebook as a way of communicating with members. These examples were first steps in taking forward effective use of social media.
- 5.30 Finally, the Chair of Council addressed the question from Mary Shaw, which had been deferred from an earlier agenda item. She had asked for an update on work to address the challenge of insufficient study leave for members undertaking mentorship programmes as part of Continued Professional Development. He said that Council was working with the Students Committee and the UK Learning representatives committee on these areas of work. A survey had been developed on CPD and there was ongoing work on mentorship. He invited the Forums to feed into this work.
- 5.31 The President thanked the members and staff for the informative discussion under this item.

6 Close of meeting

- 6.1 The President invited Peter Carter to address the meeting.
- 6.2 Peter Carter spoke on the key areas of money, membership and modernisation.
- 6.3 He reiterated the report of the Honorary Treasurer, saying that the financial position was sound and that the RCN was prepared to meet future challenges. An orderly plan to address the cost of the RCN staff pension scheme had been implemented. The RCN continued to do well by staff as demonstrated by the *The Sunday Times* best companies award and gold *Investors in People* status.
- 6.4 Membership Income had risen from rising membership numbers, not primarily from raising fees. Peter Carter congratulated representatives for recruiting 40,000 extra members over the last year.
- 6.5 Future developments to services to members would include the new membership system and the new website, which would help representatives in their role and make resources easily accessible to members.
- 6.6 Peter said it had been a privilege, pleasure and honour to lead the organisation in his role and thanked members and staff for their support. He introduced Janet Davies as the incoming Chief Executive and General Secretary.
- 6.7 Janet Davies thanked the members present for their generous welcome and said she was looking forward to the coming year.
- 6.8 The President closed the meeting by summarising dinner arrangements for those members observing Ramadan. She reminded members that the next AGM would take place in Glasgow during Congress week in 2016, which would also be the RCN's centenary year.