



Royal College  
of Midwives

**our**

**rcm**

**2019-2024**



**All about being the best we can be.**

**Our strategic objectives  
for the next 5 years**

**[www.rcm.org.uk](http://www.rcm.org.uk)**

## Message from Gill Walton and Julie Richards: It is a privilege to lead the Royal College of Midwives

“Together we have led Our RCM team as it has developed a new strategic vision which will guide everything we say and do over the next 5 years. We are the only organisation that has maternity services front and centre of our minds, the only professional organisation and trade union that focuses exclusively on midwives, MSWs and student midwives. Here we have laid out that vision, so that you can see what the RCM is doing and to encourage you to get involved. An organisation of 48,000 passionate and committed members can make a real impact and together we can deliver even better maternity care.”

“As CEO my job is to listen to the real life experience of our members and turn these into the actions, practical support, products and services, campaigns and communications that enable and empower you, our 48,000 members to be the very best you can be. In March this year I invited you all to be part of a Big Conversation to shape the future of the RCM, the profession and the maternity service. Thousands of you took part and candidly told me what it will take to keep your passion alive.”

**Gill Walton RCM Chief Executive**

“My job as Chair of the RCM Board is, with my fellow elected board members, to hold the CEO and the executive team to account, to safeguard the finances and the future of the Royal College of Midwives so that it continues to serve its current members and the generations of midwives and MSWs that will follow us. We must make sure that the RCM remains strong, agile and effective, able to effectively respond to new developments as well as a changing political and environmental context.”

**Julie Richards Chair of the RCM Board**



Gill Walton

*G. Walton*



Julie Richards

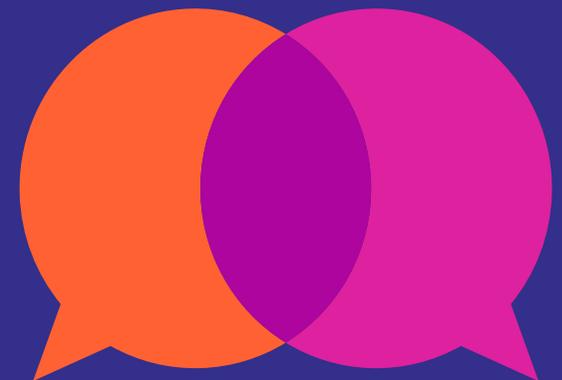
*J. D. Richards*

# our vision:

**To be the expert voice of midwives and MSWs  
locally, nationally and internationally**

## **Our Strategic Goals:**

- ▶ **To listen and learn from our members so that we can lead and influence effectively on behalf of midwives, MSWs, student midwives, women and their families**
- ▶ **To deliver RCM products and services that offer value for money and meet the individual and collective needs of our members**
- ▶ **To be a caring, well-led and well-managed organisation**
- ▶ **To actively grow and build networks, alliances and partnerships**



# Our RCM

## Who we are

- ▶ The only professional organisation and trade union solely for midwives, student midwives and MSWs
- ▶ Over 48,000 midwives, student midwives and MSWs
- ▶ Led by midwives and MSWs for midwives and MSWs
- ▶ 203 local branches and over 1500 local activists

## What do we do?

- ▶ Promote the highest standards of maternity care
- ▶ Influence those whose decisions impact on midwives' and MSWs' work, practice and employment
- ▶ Support members individually and collectively in their professional and employment lives

## We do this by:

- ▶ Representing the profession locally, nationally and internationally
- ▶ Supporting individual members' professional development
- ▶ Delivering employment relations advice, guidance and representation
- ▶ Negotiating with and lobbying all four UK Governments
- ▶ Facilitating networks for different interests and roles
- ▶ Organising and engaging an active and visible RCM presence in every workplace
- ▶ Providing practice guidance, advice and clinical standards



# what we achieved in 2018

- ▶ Won our long term argument about midwifery shortages with a government commitment to increase midwife numbers in England by 3,000
- ▶ Successfully lobbied the Scottish Government to maintain and extend bursaries for student midwives
- ▶ Negotiated a pay deal for England, Scotland and Wales
- ▶ Published guidance on midwifery led care, continuity, lone working, domestic violence, deployment of MSWs and much more
- ▶ Launched 27 new i-learn modules bringing our suite of CPD materials to over 130
- ▶ Held the biggest annual conference ever with over 3,500 midwives attending for free, gaining professional development and networking
- ▶ Celebrated midwifery achievements through our Annual Awards
- ▶ Secured over £300,000 in compensation for members injured at work
- ▶ Our workplace representatives supported almost 1,000 members with problems at work
- ▶ Raised the profile of midwifery throughout the UK with 136 International Day of the Midwife events
- ▶ Our regional and national officers represented over 400 members who needed employment or professional assistance, including 46 members who were referred to the NMC
- ▶ Launched a career framework to support and guide your professional journey

# Royal College of Midwives 5 Year



Empowering our members to have a VOICE and to USE it!

The **BIG** conversation → Just the START!



SUPPORTING people to become LEADERS  
SUCCESSION Planning

**SAFETY**  
Practice Support  
Helping our Members to SUPPORT EACH OTHER



Our Professional IDENTITY needs to be CLEAR+ DISTINCT for

**LEADERSHIP PARTNERSHIP SAFETY+ SUPPORT**  
it needs to be NURTURING PROTECTIVE + supportive

**EDUCATION + TRAINING**  
giving TIME to meet and TRAIN with other MIDWIVES and



**CULTURE**  
NO Bullying!  
We still have bad BEHAVIOURS we need to improve

Whatever we do, it has to be MORE THAN JUST US!

WHOLE Team No polarisation  
MULTI FUNCTION/DISCIPLINARY/TEAM PROFESSIONAL  
listening



**COMMUNICATION NETWORKS**  
need to tick ALL the boxes

visibly vocal  
INCREASING VISIBILITY

It's for us to **ROLE MODEL** professional LEADERSHIP

Let's TEAR UP our previous GOALS to create



We could join the OBJECTIVES of Goals 1+2!

To **HIGH** promote **QUALITY** maternity services, PROFESSIONAL standards and to **LEAD** of midwifery THE FUTURE.



Different from nurses

**DIFFERENTIATING the PROFESSIONAL IDENTITY of the ROLE**

Sharing our Value

so it can be fully VALUED

We are the **GOLDEN THREAD** that runs through **GREAT** maternity care + SAFE



Every **PREGNANT** woman in the UK **NEEDS** a **MIDWIFE**

**NEW GOAL 1**

To **LISTEN** and **LEARN** from **OUR MEMBERS** so that we can **LEAD + INFLUENCE** effectively

(for our members and in the interests of women)

**NEW GOAL 2**

To **D** **Product** that off and me and **OUR**



Space for Brand **NEW** goals for a **NEW** financial Era

Our **External VOICE**

We lead by listening to our members

TAKE OUT THE **PUFF**

no PUFF

To **INFLUENCE** on behalf of our members and in the interest of the **WOMEN** and **FAMILIES** for whom they care.



**NEW GOAL 2**

To ensure **PRODUCTS** and **SERVICES** meet the **PARTICULAR NEEDS** of **MEMBERS**.



To be the Organisation of **CHOICE** for all **EXISTING + FUTURE** Members!



**MERGE 3+4?**

more of an OBJECTIVE than a goal?

**STRONG VOICE**

**BUT ?**

is this a Subset of GOAL 3?

To **SUPPORT** **REPRESENT** individual Collective respective

Defining our **CORE** offer

TRADE UNION PROFESSION

to be **ENABLED** to be their **BEST**



Training+ **EDUCATION**

Every **RCM Member** **NEEDS**

To be valued + **RESPECTED**

# Our Strategy Planning

**DELIVER RCM**  
 PRODUCTS and SERVICES  
 for VALUE for MONEY  
 that meet the INDIVIDUAL  
 COLLECTIVE needs of  
**MEMBERS**

NEW GOAL  
 ③

To be a CARING, WELL-LED  
 WELL-MANAGED Organisation

NEW GOAL  
 ④

To ACTIVELY GROW + BUILD  
 NETWORKS, ALLIANCES and  
 PARTNERSHIPS

to Support and Influence for our members  
 REPRESENTATION  
 "is so KEY to our members"

To ensure our Future GROWTH and Sustainability as an INNOVATIVE ADAPTIVE and RESPONSIVE organisation.



BE an Exemplary + Innovative TRADE UNION and Professional Organisation



To GROW + achieve PERFORMANCE REPUTATION SUSTAINABILITY

## vision

'OUR RCM'

to be the



EXPERT VOICE

of midwives and MSWs



LOCALLY



NATIONALLY



INTERNATIONALLY

PROMOTING VALUES INFLUENCING SUPPORTING

The RCM will have the FUNDS to Deliver on its STRATEGIC PLAN and ensure the FUTURE of the ORGANISATION



innovation



Adaptive



Continual Refresh

To be an EXEMPLARY organisation and Employer.



Supporting PLEDGES



So that we CAN DO Great Things

# What will we do in 2019?



## **Listen and learn from our members so that we can lead and influence effectively on behalf of midwives, MSWs, student midwives, women and their families:**

- ▶ Invest in our regional services and branches to make sure we are visible, accessible and relevant
- ▶ Campaign to protect the maternity workforce and standards post-Brexit
- ▶ Focus on leadership at every level: Leading Care Together

## **Deliver RCM products and services that offer value for money and meet the individual and collective needs of our members:**

- ▶ Relaunch and increase the frequency of our magazine
- ▶ Take on MIDIRS from April 2019
- ▶ Build our series of blue top professional practice guidelines

## **Be a caring, well-led and well-managed organisation:**

- ▶ Build the capacity of our Benevolent Fund to meet the needs of members facing financial hardship
- ▶ Hold our membership fees at the 2016 rate until at least 2020
- ▶ Commission an independent audit of our responsiveness to equality and diversity

## **Actively grow and build networks, alliances and partnerships:**

- ▶ Cultivate the One Voice network that brings together organisations that focus on maternity to press for high quality care
- ▶ Develop new membership networks and launch a new website giving you greater access to personalised content
- ▶ Work in collaboration with the RCOG to deliver learning and support for Each Baby Counts

# What our members say about us



## **Members who needed professional and employment representation through workplace issues say of our local reps and full time officers:**

“The support, professionalism, understanding and guidance I received was second to none. She helped me probably even more than she is aware at an extremely difficult time in my life and is an asset to the RCM.”

“She always made me feel comfortable and it was great to have her presence at meetings with management. I cannot thank her enough.”

## **Members who received support from our Benevolent Fund say:**

“I can't express fully how much you have done for me in a Thank You card but I'll try. I don't think I have ever been so low... the financial assistance you gave me took the pressure off so much and made the problem more manageable. It is a wonderful thing you do. I truly hope you realise how amazing the work is that you do and how much of an impact you have on people's lives.”

## **Of our i-learn modules, users say:**

“This will definitely enhance future practice for myself and I'll strongly recommend to my colleagues.”

“Brilliant insight into cytomegalovirus for a first year midwifery student.”

## **Feedback from 2018 activists courses:**

“Knowledgeable, supportive, rewarding and interesting. A very interactive course with a huge amount of resources to use – brilliant!”

## **Feedback from our education series:**

“I found the Learning Lessons from Kirkup study day very interesting and learnt so much from the day. I had my interview the following day and I'm delighted to say I got the job! A question did come up about the

Kirkup report in my interview. They were very impressed with my knowledge and that I'd attended the event."

"I just wanted to feed back to you about our success following Labour Ward Leaders workshop day last year, the group has continued to meet and we have now won a trust award for service improvement. We have completely changed the culture of our MDT labour ward handovers with a 'protected focus 15 handover' it's still developing but I am really pleased with what has been achieved."

# Our RCM – Getting active

## There are many ways you can get involved

- ▶ Stand for election to our Board. Elections take place in February 2019
- ▶ Become active in your branch, there are roles for branch secretaries and treasurers, learning reps, stewards, H&S reps and MSW advocates. We'll train you and support you and if you are an accredited rep you are entitled to time off for trade union duties
- ▶ Celebrate International Day of the Midwife
- ▶ Raise funds for our Benevolent Fund
- ▶ Nominate someone you know for an RCM award
- ▶ Affiliate your Student Midwife Society to a branch and the RCM
- ▶ Apply for an RCM Fellowship





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[www.rcm.org.uk](http://www.rcm.org.uk)

**Don't forget to keep your personal contact details up to date so that we can stay in touch.  
You can update your membership profile on our website.**