

Corporate plan 2018–2019



Introduction

About us

We are the independent regulator for nurses and midwives in the UK. Our purpose is to protect patients and the public through efficient and effective regulation.

We aspire to deliver excellent patient and public-focused regulation and in doing this we strive to meet the Standards of Good Regulation developed by the Professional Standards Authority.

Our ambition is to be a dynamic, leading regulator, delivering the best value for nurses' and midwives' fees.

Our role

Our regulatory responsibilities are to:

- maintain a register of all nurses and midwives who meet the requirements for registration in the UK
- set standards for education, training, conduct and performance so that nurses and midwives are able to deliver high-quality healthcare consistently throughout their careers
- take action to deal with individuals whose integrity or ability to provide safe care is compromised, so that the public can have confidence in the quality and standards of care provided by nurses and midwives.

Our strategy

Overview

Our Strategy 2015–2020: Dynamic regulation for a changing world sets out four strategic priorities. They help guide our work in pursuit of our ambition to become an innovative, forward-looking regulator that is easily able to adapt to changes in healthcare and the demands on nurses and midwives.

Our strategic priorities

- 1** **Effective regulation**
- 2** **Use of intelligence**
- 3** **Collaboration & communication**
- 4** **An effective organisation**

This plan focuses on the fourth year of our five year strategy. Our plan for 2018–2019 builds on past success and sets our priorities and commitments for 2018–2019.

Our achievements since 2015

We have continued to strengthen the way we regulate. Changes we have made include:

- introducing a **new Code** of professional standards of practice and behaviour for nurses and midwives, which is the cornerstone of good nursing and midwifery care
 - introducing **revalidation**, which enables nurses and midwives to demonstrate they continue to practise safely and effectively
 - making strong progress on our **Education strategy**, a four year strategic project involving extensive consultation, to make sure our education standards equip the nurses and midwives of the future
 - expanding **NMC Online**, a way for nurses and midwives to interact with us more easily
 - introducing the **employer link service** to help employers refer the right cases to us
 - securing legislative changes to strengthen **midwifery regulation** and meet our moral commitment to support transition to new clinical supervision arrangements across the four countries
 - securing legislative change to allow us to deal with **fitness to practise** cases more effectively and efficiently
 - progressing the two year strategic project to become the regulator for **nursing associates** from 2019
 - introducing new ways for nurses and midwives trained outside the UK to demonstrate their **English language capability**
 - initiating our new **People strategy** to build a culture where everyone who works here feels valued and proud to work at the NMC.
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We have maintained a strong performance across our core regulatory functions, and we're pleased that the Professional Standards Authority's reviews of our performance recognise this.

Strategic context

Regulation of four countries

As a UK wide regulator, we regulate nurses and midwives across England, Scotland, Wales and Northern Ireland.

Strong relationships with each of the devolved administrations make sure that we are always improving our knowledge of the frameworks that are in place and how these interact with regulation.

Nursing associates

At the end of 2016 the Secretary of State for Health asked us to regulate nursing associates in England and our Council agreed to this request.

The Government's intention is that nursing associates will deliver care, freeing up registered nurses to focus their skills and knowledge on complex clinical duties and to take a lead in decisions on the management of patient care. This new role is designed to bridge the gap between healthcare assistants and registered nurses in England.

We'll continue our work with the nursing profession, stakeholders and partners so that we're ready to register the first new nursing associates in early 2019.

The wider picture

Our corporate plan needs to be agile and responsive to the fast moving environment we operate in.

- Rising **economic and performance pressures** on the health and social care sectors.
- Changes in the need for **care**, and how and where care is delivered.
- The changing political landscape, in particular the potential implications of **Brexit**. Five percent of nurses and midwives registered with us were first registered in an EEA country.
- Possible **regulatory reform**. We, together with other regulators, have long pressed for modernisation of our legislation. We responded to the Government's consultation in January 2018 and look forward to continuing to help shape and influence the future of health regulation.
- **Strategic collaboration**. We'll continue to develop the potential to share activities and functions with other regulators where it makes sense to do so and can offer enhanced public protection.



An overview of our priorities for 2018–2019

We have seven specific priorities for 2018–2019 that focus on taking forward major programmes of work, while continuing to deliver our core regulatory functions. Delivery commitments for these are stated on pages 8–10 but they are summarised here. Our seven priorities are:

Education

Modernising the standards of education and training for nurses and midwives.

Nursing associates

Regulating nursing associates from January 2019.

Fitness to practise

Setting a new strategic direction for fitness to practise to deal with cases more effectively and efficiently.

Overseas registration

Improving the efficiency of our processes and updating routes onto the register to take account of our new education standards and the introduction of nursing associates.

An effective organisation

Continually improving the way we work, with a focus on investing in our people and technology.

Core regulatory performance

Building on and maintaining our current strong performance and quality.

Engaging with our stakeholders to make sure we understand patient and public perspectives and equality, diversity, and inclusion in our work.

Information technology

Implementing a programme of modernising our IT systems and infrastructure.

Our delivery commitments 2018–2019

Strategic priority 1: Effective regulation

Education

By 31 March 2019 we will have:

Nursing

- implemented the new standards of proficiency for the future nurse.

Midwifery

- drafted the new standards for the future midwife in readiness for public consultation.

Nursing and midwifery education quality assurance

- implemented our new approach to quality assurance of education institutions.

Nursing associates

By 31 March 2019 we will have:

- opened the register for the first nursing associates.

Overseas registration

By 31 March 2019 we will have:

- reviewed and started to introduce a new approach to register nurses and midwives from outside the UK.

Fitness to practise

By 31 March 2019 we will have:

- set a new strategic direction for fitness to practise, taking account of the views of the public, patients, and other stakeholders.
- piloted changes aimed at:
 - improving public protection by resolving cases at the earliest opportunity
 - improving the experience of people involved in cases
 - improving efficiency and reducing the number of full hearings we hold.

Maintaining core regulatory performance

Throughout 2018–2019 we will:

- maintain strong performance against our key targets for registration and fitness to practise
- continue to monitor our customer service and deliver changes as a result of customer feedback.



Strategic priorities 2–4: Use of intelligence, collaboration and communication, an effective organisation

An effective organisation

By 31 March 2019 we will have:

- invested in replacing outdated IT systems and delivered ICT solutions to improve our use of intelligence, improve our efficiency and support our staff and the people we regulate.
- developed our accommodation strategy to better use our buildings and deliver long term cost savings
- strengthened our organisational capacity and capability through improvements to:
 - recruitment
 - induction
 - management development
 - employee engagement.
- continued to fulfil our commitments to equality, diversity and inclusion as set out in our [strategic framework](#).





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The nursing and midwifery regulator for England,
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