



Our corporate plan 2023-25

Foreword

Since we launched our strategy for 2020–2025, the environment in which we all live and work has changed dramatically. In the coming year, the health and social care sectors face immense challenges across the four countries of the UK. We remain committed to supporting nursing and midwifery professionals to deliver safe, effective and kind care to improve everyone’s health and well-being.

Strategic context

The worst aspects of Covid may be behind us. But the recurrence of spikes in infection as well as the impact of the pandemic on people’s long-term health and the effect on health and social care services contribute to the immense challenges faced by the registered professionals we regulate and the partners we collaborate with.

The NHS has had to confront particularly extreme pressures this winter as a surge in Covid coincided with a difficult flu season alongside long waits for treatment for many. Lack of capacity in residential and domiciliary social care services has created additional pressures across the sector and for people who rely upon those services.

Workforce shortages across the health and social care sectors remain intense. High levels of inflation have intensified recruitment and retention challenges. Strikes by health care unions have highlighted frustrations about pay and working conditions. Numbers on our register are at a historic high but demand for nursing and midwifery professionals continues to increase.

It is unacceptable there is discrimination and inequality in the NHS and social care workforce. The impact of inequality and discrimination on NMC professionals impacts on the safe delivery of care and this leads to worse health outcomes for people and communities. Read more about how we’re tackling discrimination and inequality on **page 8**, starting with moving forward on equality, diversity and inclusion (EDI) within our own organisation.

We pay tribute to nurses, midwives and nursing associates as well as nursing and midwifery students for their dedication in delivering high standards of care during these extremely challenging times.

We know that midwives set out to provide kind, excellent and safe care, so the recent reports into maternity safety in England are of grave concern to everyone involved in maternity services. On the back of a series of similar inquiries, Dr Bill Kirkup's Independent Review of maternity services at East Kent Hospitals University NHS Foundation Trust last autumn set out devastating failings. Our thoughts are with the women, their babies and families who have been so terribly affected by these awful events.

Health inequalities in maternity services remain. Reports such as [MBRACE-UK Saving Lives, Improving Mothers' Care](#) show that women are more likely to die in childbirth if they are from a Black or minority ethnic group, older, or from more socially deprived backgrounds. Recent inquiries, including the Birthrights' [inquiry report](#), the Five X More Black Maternal Experience [report](#) and the [Invisible report](#) have given us additional insight into poor outcomes and poor experiences of women from the global majority.

Working with our partners to help address these issues continues to be a key priority for us, as we set out below.



Improving everyone's health and wellbeing

Our 2020–2025 corporate strategy has been a good basis for our work through these tumultuous times.

Our three core pillars – to regulate, support and influence; our vision of improving people's health and wellbeing by supporting nursing and midwifery professionals to deliver safe, effective and kind care; and our values of fairness, kindness, ambition and collaboration, have been particularly significant.

In response to the challenges of the last three years, we have had to defer or reduce the scope of some planned projects. But our strategy guided us as we reacted effectively to the pandemic and framed the

successful delivery of a number of significant planned initiatives over this period. We will build on this progress in the strategy's remaining two years.

We have already begun to think about our strategy for 2025–2030 and, during the coming year, we look forward to working with the public, our professionals, partners and employees as we develop our thinking further.



Our focus for 2023-2024

Our top organisational priority is to reduce swiftly and safely the number of fitness to practise cases we have open.

We know that reducing our caseload and speeding up the time it takes to manage each case is vitally important for everyone affected; the professionals going through our processes, people who have made complaints and other witnesses.

The suspension of in-person hearings and other impacts of the pandemic saw our caseload peak at 6,582 in September 2021. The arrival of a new director of professional regulation last summer, a fresh drive to speed up our processes and input from teams from across the NMC saw a reduction to 5,660 by this February.

In 2023-2024, we will be pressing on with a range of measures to reduce the caseload safely and in ways that boost public confidence. These include; improving management oversight and supervision of our casework throughout our process; optimisation of our key casework processes; and testing and piloting new ways of working.

Reform of regulations which set out how we operate will help enormously, enabling us to act more rapidly to protect the public if someone can't meet the required standards of proficiency



and conduct. More modern, flexible legislation will also allow us to hold a register of professionals that is clearer and easier for people to understand, strengthen our quality assurance of nursing and midwifery degree courses and make sure that only people registered with us are using the title “nurse”.

The importance of regulatory reform in helping to improve how we operate is why it is a key priority this year. We welcomed the UK Government’s commitment in February to press ahead with these changes. We look forward to continuing to work closely with the Department for Health and Social Care and the devolved administrations in ensuring the reform works for people who receive care, our professionals, our partners and our NMC colleagues.

Supporting the workforce is a further focus for 2023–2025. As we are no longer bound by the EU Directive, we have reviewed the standards we set for higher education courses for nursing and midwifery. As a result, we are introducing more flexible admissions criteria to allow universities to appeal to a wider range of potential students, creating more inclusive opportunities for people to join the professions. And we are allowing students from September to use simulation for up to 600 of their 2,300 practice learning hours which will help to better prepare them to care for people when they graduate.

Overseas nurses and midwives are becoming an increasingly important part of the health and social care workforce. In 2022, we opened two new centres to test international candidates before joining our register, taking the total to five. In the coming year, we will implement changes to our international

registration processes to ensure that they are fair and proportionate as well as supporting professionals to progress their applications to gain UK registration.

We're working with the UK's Chief Nursing Officers and the workforce and education development bodies in the four nations to support their workforce planning. By sharing our data and insight, and working in collaboration, we can support their plans around recruitment, retention and wellbeing in the face of increasing demand for health and care services.

In 2023–2025, our focus will also be on the **safety of maternity services**. We will work with trusts, higher education institutions and other regulators to address concerns about the safety of maternity services in England and to deliver sustainable improvements across all four nations. It is important that maternity services are properly resourced, including with the right number of practitioners.

Our future midwife standards are being implemented across university midwifery courses and adopted by practitioners. Women, babies and families have every right to expect safe, effective and kind care, and our standards support midwifery professionals to provide this, including acting with compassion, working as part of a team and speaking up when things go wrong.



We have also changed our midwifery programme standards so students can gain experience in maternity units run by more than one maternity provider. We will now support education providers and practice learning partners to put this change in place. This will help students gain experience of different approaches, which is particularly important if one of the services where they are training is facing challenges.

To deliver all of this we must be a **fit for the future organisation**. We will engage colleagues more through inclusive support, effective leadership, personal development and strong values, supporting better customer service for the public and the professionals on our register. Internal improvement work to design and implement new digital systems to help us regulate better continues, including introducing new digital tools and systems to make it easier for NMC colleagues to do their jobs well and increase their productivity.

A big thank you

Thank you to everyone who makes all of this work possible and continues to share invaluable feedback, challenge and insight.

We are hugely grateful to our registered professionals for showing such dedication while working through immensely difficult times. We are grateful to our partners, including the members of our new Public Voice Forum, for supporting and engaging with us in the past year, and look forward to continuing collaboration. We would also like to

express our gratitude to the Council and Associate members as well as everyone at the NMC for their contribution to our work in 2022-2023. We look forward to continuing to work together over the coming year to achieve our key priorities while remaining true to our values.



Andrea Sutcliffe
Chief Executive
and Registrar



Sir David Warren
Council Chair

Tackling discrimination and inequality

It is unacceptable there is discrimination and inequality in the NHS and social care workforce.

The impact of inequality and discrimination on NMC professionals affects the safe delivery of care and this leads to worse health outcomes for people and communities. How the NMC regulates, supports and influences can help to address these well-documented challenges. But we recognise that our leadership role will have most impact once we have moved forward more significantly on equality, diversity and inclusion (EDI) within our own organisation. While we have made progress, we know we still have some way to go to tackle discrimination and inequality at the NMC.

Last year, our results from the [Workforce Race Equality Standard survey](#) showed a reduction in NMC colleagues reporting discrimination, bullying and harassment in our workplace. The number of colleagues from Black and minority ethnic backgrounds reporting harassment from people outside the NMC has also gone down, but worryingly it is still three times higher than it is for our white colleagues. And while perceptions of equal career progression had improved, our [ethnicity pay gap data](#) shows we still have some way to go.



We have set out plans for how we will become **a fairer and more inclusive employer** in our [EDI Plan 2022-2025](#). This includes how we will improve our recruitment and people management processes so that everyone we employ can thrive without barriers. We will continue to gather feedback through internal surveys and external benchmarking surveys and openly report on what we find.

By making these improvements, we will be in a stronger position to **tackle with authority the discrimination faced by those on our register**. External reports continue to show that nurses, midwives and nursing associates face unacceptable barriers. In February, NHS England published their [2022 Workforce Race Equality Standard Report](#) for English NHS Trusts, which highlighted that while there were some marginal improvements, Black and minority ethnic staff have a worse experience than their white counterparts.

Our own insight echoes these concerns. For example, our [Ambitious for change research](#) shows that some employers refer more men and Black professionals to fitness to practise compared to the make-up of our register and their own workforce. We are committed to learning from people's experiences to change this and ensure our processes are fair and accessible for all.

Our **Code is a powerful tool for addressing discrimination and unequal health outcomes** among people who receive care and their loved ones. It states that professionals have a responsibility to treat everyone fairly, challenge discrimination and act as advocates for people, helping them to access the care they need. This was highlighted in the publication of the [anti-racism resource for NHS nursing and midwifery professionals](#) which we co-produced with NHS England and the NHS Confederation last year.



Key work activity

2022–2023

Regulate

We **reduced the number of open fitness to practise cases** from 6,582 in September 2021 to 5,660 in February 2023. We know safely reducing this even further is vitally important for everyone affected and this work remains our top priority.

There are now **five centres** where internationally trained professionals and those returning to practice can take their Objective Structured Clinical Examination (OSCE). We opened **two new centres between 2022–23**, increasing our OSCE testing capacity to at least 35,000 candidates each year. This will help more professionals to join our register quickly and safely.

We consulted on proposed changes to our English language requirements for overseas nursing and midwifery candidates and received **more than 34,000 responses**. The feedback informed our final proposals which were approved by our Council last year. The changes will help address the need for safe staffing while ensuring the public will receive safe, effective and kind care that meets our standards.

Following a development and consultation period that began in 2019, **we published our new post-registration standards** for specialist community public health nursing (SCPHN) and specialist community nursing qualifications (SPQ). These will help deliver modern, safe, kind and effective care to people in their homes and communities.

Following our exit from the EU, we reviewed our pre-registration education programme standards. **More than 2,700 people** responded to our consultation last year and their informed views helped us refine the proposed changes to how we set programme standards for nursing and midwifery higher education courses which we will now begin to implement.

During the Covid-19 pandemic the Government asked us to open a temporary register so more professionals could support the response to the crisis. Last year we continued to maintain this register and, when the Government asked us to keep it open for **an extra two years**, we planned how to do so safely.

Support

In response to winter pressures, we joined the UK's chief nursing officers and the Care Quality Commission in November to set out how we would be supporting professionals, in particular highlighting how our Code is there to guide their judgements and decisions in all circumstances.

Our newly formed Public Voice Forum had its first full year, helping to shape key areas of our work.

There are **22 highly engaged members** across the four nations of the UK and they meet regularly to share their views on NMC projects. We greatly value their input, and feedback from members about the forum is positive.

Influence

In its response to the **consultation on regulatory reform** in February, the Government said: "The NMC... has been prominent in its work to support the development of these reforms. Furthermore, the NMC has completed significant preparatory work to ensure readiness to implement these changes."

Ahead of strikes by the Royal College of Nursing and other unions, we reiterated our position, confirming that our registrants have the right to take part in lawful industrial action and emphasising that our Code continues to apply.

We launched **two new animations**. The first, aimed at professionals, covers how standards work together to support nursing and midwifery professionals throughout their careers. The second, developed in consultation with nursing associates and members of the public, explains the role of nursing associates as vital members of the wider nursing team in providing safe, kind and effective care.

We twice published data on our register which for 2021-2022 showed a big rise in the number of professionals joining it for the first time, with almost half having trained outside the UK. **For the first time we published a supplementary report** that presents further analysis of the data we hold about internationally trained joiners.

Our strategy

Our ambition is to improve people's health and wellbeing by supporting professionals to deliver safe, effective and kind nursing and midwifery practice. Our strategy helps us do this and guides how we plan our work during 2020–2025.

You can read our [full strategy](#) on our website.

Regulate

- An accurate and transparent register
- Robust professional and educational standards
- Assuring education programmes
- Responding fairly to fitness to practise (FtP) concerns

Support

- Promote understanding – our professions and our role
- Provide practical tools – help embed standards
- Emotional/practical support – people involved in our processes

Influence

- Promote positive and inclusive professional working environments
- Share data and insight to identify risks of harm and address workforce challenges
- Encourage regulatory innovation

Our strategic themes 2020–2025

- Innovation and improvement
- Proactive support
- Visible and better informed
- Engaging and empowering
- Insight and influence

We will also ensure that NMC is a fit for the future organisation.

Our commitments and what they mean for people

Here you can read what we have committed to doing. Under each commitment, we have listed how this work will benefit people and promote safe, kind and effective care.

Proactive support for professionals

We work to enable our professions to uphold our standards today and tomorrow, anticipating and shaping future nursing and midwifery practice.

1 Deliver a new set of ambitious post-registration standards focusing on community nursing practice.

We completed this work in 2022.

2 Provide greater flexibility in nursing and midwifery pre-registration education and training by launching new standards for pre-registration education in the UK.

Following our exit from the EU, we reviewed the programme standards for pre-registration education in the UK. We will now support approved education institutions to implement any changes to their nursing, midwifery, and nursing associate education programmes.

- We will widen participation in nursing and midwifery programmes through flexibility in admissions criteria, creating new, more inclusive opportunities for people to join the professions.
- Students will be able to develop their confidence and competence in various practice situations through increased simulated practice learning, which in turn will benefit the people they care for.
- Student midwives will need to gain experience of leadership and team working with different maternity providers, to enable them to experience different approaches to delivering holistic and person-centred midwifery care.

3 Review regulation of advanced nursing and midwifery practice.

We will explore whether the regulation of advanced nursing and midwifery practice is needed, and if so, develop and approve new standards for professionals. If we agree to move forward with regulation of advanced practice, we would anticipate the following benefits but these are still to be determined:

- People who use services of advanced practitioners will be confident about the advanced support and care that these professionals can provide and how these roles keep people safe.
- People will be able to look at our register and identify if their nursing or midwifery professional meets our standards for advanced practice. This will promote trust in the professionals on our register and build confidence in professional regulation.

4 Review revalidation requirements for nursing and midwifery professionals.

We have changed our timelines for delivering this commitment. We will now do a full review of revalidation as part of our strategy for 2025-2030. This will allow us to align with other standard development work, such as reviewing the Code in 2025, and consider how we utilise the flexibility that we expect from regulatory reform to inform how revalidation will work in the future.

5 Implement a new data-driven and proportionate approach to education quality assurance which enables us to have a more holistic oversight of institutions and their programmes to make appropriate interventions.

We will enhance the ways we capture, record, and analyse data on our approved education institutions and their programmes. This will enable us to make more targeted interventions where we identify potential concerns and strengthen our focus on equality, diversity and inclusion.

- We will be able to do more to ensure students are taught to our standards, which support them to provide safe, effective and kind care.
- We will use data and a greater insight into equality, diversity and inclusion concerns to make sure programmes are inclusive for all students.

6 Evaluate whether protected learning time is in line with current nursing associate standards.

This commitment has been re-scoped in light of the pandemic's impact on nursing associate programmes. We will monitor protected learning time through our core regulatory processes and report our findings to our Council as part of our Quality Assurance Annual Report. We will use our findings to inform what further review or evaluation may be required in the future.

Improvement and innovation

To improve and innovate across all our regulatory functions, providing better customer service, and maximising the public benefit from what we do.

7 Reduce our fitness to practise caseload and make improvements to how we regulate to ensure that we process cases in a timely, safe, proportionate, and efficient way.

We will further reduce our fitness to practise caseload by improving our productivity, making sure that processing is timely and proportionate, while maintaining safety, and that we spend money effectively.

- People's fitness to practise cases will conclude safely and more swiftly.
- If we can't help people with their concerns, we will direct them at the earliest opportunity to other organisations who are better placed to help.
- We will support people more during the fitness to practise process. For example, through intermediary support to help them engage, or through clearer guidance on our website.



8 Work with the Department of Health and Social Care to deliver a substantial programme of regulatory reform to remove legal barriers that limit improvements in the way we regulate.

We will engage and consult with stakeholders to shape reform proposals on changes to our order and rules. This will include how we design and implement new processes and systems to deliver the identified reforms.

- Our register will be clearer and easier for the public to understand and people can be confident that everyone using the title 'nurse' is on our register.
- We will act more rapidly to protect the public if someone can't meet the required standards of proficiency or conduct, while encouraging learning from genuine mistakes.
- We will strengthen our approach to quality assurance of nursing and midwifery education, so we will be able to intervene more effectively to make sure the high standards the public deserve are maintained.

9 Tackle discrimination and inequality and promote diversity and inclusion to make sure that our processes are fair for everyone.

We will implement our equality, diversity and inclusion action plan which aims to improve outcomes for professionals within our regulatory role, and in how we support NMC colleagues as an employer.

- We will be able to respond more effectively and provide reassurance to people by building the confidence, awareness and knowledge of all colleagues on EDI issues.
- We will help tackle the discrimination and inequality faced by professionals, which will in turn help address the inequalities in people's experiences of health and social care.
- We will engage with seldom-heard groups to help us understand, and work to address, the barriers people experience that may prevent them from receiving good care.

10 Continue to ensure OSCE capacity meets demand and to explore ways of improving access.

We will continue to work with our partners to manage testing capacity for the practical examination part of the test of competence (the objective structured clinical examination or OSCE). We will also conduct feasibility work on a centralised booking system for OSCEs to give employers and professionals greater visibility of test capacity across our five test centres.

- This supports professionals to progress through our registration application process and gain UK registration, helping to boost nursing and midwifery care provision in the UK.

11 Deliver policy and legislative change to enable new approaches to international registrations, including a further review of English language guidance, to ensure that it is fair.

We will implement changes to our international registration routes to ensure that our processes are fair and proportionate for international professionals and ensure the public can have confidence that all professionals on our register have the skills to give safe, kind, and effective care.

- We will make sure fair assessments of language skills mean all professionals on our register can communicate effectively with patients, the public and families.
- We will work with our partners in the UK and Ireland so professionals can continue to deliver safe, emergency cross-border care following the UK's exit from the EU.



12 Maintain the Covid-19 emergency register.

We will maintain the temporary register for a further two years, following the Government's request for us to do so. We will support eligible professionals to move from the temporary register to the permanent register if they wish.

- People can be sure that professionals with temporary registration are safe and fit to practise in the UK and will continue to be until temporary registration ceases.

More visible and better informed

We work in close contact with our professions, their employers, and their educators so we can regulate with a deeper understanding of the learning and care environment in each country of the UK.

13 Build trust in professional regulation through targeted campaigns to build an awareness of who we are, what we do, and what we stand for.

We will deliver targeted campaigns to build engagement and trust with the public, nursing and midwifery students, and professionals so that they will have a broader understanding of our role and how we regulate, support and influence.

- We will support people and their nurse, midwife or nursing associate to work in partnership and share decisions about treatment and care.
- We will improve quality of care by increasing people's perceptions of relevance and trust in regulation, the Code and our standards.



14 Expand our national and local outreach to embed regulation, support, and influence at local level.

Using partnerships and registrant ambassadors, we will increase our capacity to advise national and local programmes on how to respond to concerns and challenges within social care, general practice and the private and voluntary sectors.

- We will expand our support into a wider breadth of services and settings, supporting professionals to provide the best and safest care wherever they practise.
- We will help improve settings where people access care by creating a joined-up system, in which we share our learning and intelligence with other regulators, employers and wider stakeholders.
- We will support the professionals on our register by valuing their contributions, upholding standards for the professions and using our advice to avoid referrals we can't act on.



Empowering and engaging

Actively engage with and empower the public, our professions, and partners. An NMC that is trusted and responsive, actively building an understanding of what we and our professionals do for people.

15 Create a modern and accessible website that effectively portrays our values, delivers our core services, and enhances our communications and engagement.

We will implement a new website which effectively reflects our identity and role to regulate, support and influence, and enhances our improvements to core functions and processes.

- Everyone will find our website more accessible. We will remove barriers, make navigation easier and use clear language.
- The public will be able to access everything they need in one place and benefit from a streamlined and informative fitness to practise referral process.
- Professionals on our register will benefit from improved access to our resources and services. This will help them more easily integrate relevant standards in their practice and deliver the best possible care for people.



Greater insight and influence

Learning from data and research, we improve what we do and work collaboratively to share insights responsibly to help improve the wider health and care system.

16 Improve our insight and use it to enhance our regulatory impact and influence in the sector.

Using our own data, and that shared by our partners, we will improve our understanding and response to issues within the health and care sector. We will also publish a new annual insight report to influence positive changes within the sector for the benefit of our professions and the public.

- We will share our insights to highlight issues that we know affect the quality and safety of care that people receive, such as workforce shortages and poor organisational cultures.
- We will improve our data about different audiences so that we understand the impact we have on people with different diversity characteristics and address any disproportionality.
- We will work with our partners in health and social care to share data and insights to better understand and tackle issues of poor care, such as those in maternity.



Fit for the future organisation

We will align our culture, capabilities, and infrastructure to our new strategic aims.

17 Deliver our People Plan that supports our colleagues to be engaged, retained and supported to deliver our strategy.

Based on NMC colleagues' feedback, we will implement key initiatives to address the issues that matter to them such as our rewards package, developing leaders and internal progression.

- We will engage colleagues more through inclusive support, strong leadership, personal development and strong values.
- The public and the people on our register will experience a more consistent and improved service as we will have a more stable, engaged workforce whose skills and talent are developed.
- We will run initiatives that motivate our people to achieve their best and take pride in developing others. It's through our people that we deliver on the NMC's mission, and through that we enable high quality patient care.

18 Improve the way we are structured so that we can deliver our strategy.

We will review the organisation's structure to ensure we have the right people in the right places to support our business needs, and to take advantage of the opportunities offered by regulatory reform.

- We will make targeted structural changes so we can deliver our functions more efficiently and effectively in the medium term, which in turn will support frontline professionals to deliver better care to the public.

19 Update digital systems that support how we regulate to improve the experience for customers and colleagues.

We will continue our internal improvement work to design and implement new digital systems to support us to regulate well, including our registration platform and modernising our fitness to practise case management tools.

- We will protect the public and regulate more effectively by ensuring the register and our case management system hold accurate data securely, on a modern technology platform.

20 Deliver contemporary IT through our technology improvement programme and core business to improve our efficiency.

We will design and deliver our three-year plan to evolve our information technology capabilities which will support us to deliver our strategy. This will include introducing new digital tools and systems to make it easier for NMC colleagues to do their jobs well and increase their productivity.

- We will respond more quickly to everyone's queries by investing in systems that facilitate collaboration and information sharing across the NMC and with our partners.

21 Create modern workspaces that support wellbeing and collaboration.

We will ensure our workspaces and facilities are inclusive, accessible, and fit for purpose to enable effective collaboration.

- We will reflect the diverse needs and backgrounds of the public and professionals on our register by providing an adaptable, accessible working environment which promotes inclusivity, particularly at our 23 Portland Place office.

22 Implement an NMC sustainability and environmental plan.

We will implement our sustainability and environment action plan to ensure that we work in a sustainable and environmentally conscious way both now and in the future.

- We will build sustainable, environmentally-friendly practices into our daily operations, which benefit everyone by reducing environmental damage.

New commitment for 2023-2024

Implement the new Welsh language standards

- We will support the promotion of Welsh language and culture and enable our colleagues to understand and meet the needs of Welsh-speaking members of the public in line with the new requirements established by the Welsh Government.

Who we are

Our vision is safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing. As the independent regulator of more than 771,000 nursing and midwifery professionals, we have an important role to play in making this a reality.

Our core role is to **regulate**. First, we promote high education and professional standards for nurses and midwives across the UK, and nursing associates in England. Second, we maintain the register of professionals eligible to practise. Third, we investigate concerns about nurses, midwives and nursing associates – something that affects a tiny minority of professionals each year. We believe in giving professionals the chance to address concerns, but we'll always take action when needed.

To regulate well, we **support** our professions and the public. We create resources and guidance that are useful throughout people's careers, helping them to deliver our standards in practice and address new challenges. We also support people involved in our investigations, and we're increasing our visibility so people feel engaged and empowered to shape our work.

Regulating and supporting our professions allows us to **influence** health and social care. We share intelligence from our regulatory activities and work with our partners to support workforce planning and sector-wide decision making. We use our voice to speak up for a healthy and inclusive working environment for our professions.



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