

Corporate Plan

2013 - 2016



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Chair and Chief Executive's foreword

Shaping the future

The NMC Corporate Plan sets out what we intend to achieve over the next three years and provides a benchmark by which our success may be measured. It is designed to ensure we carry out our business more efficiently and more effectively, so that we can better fulfil our primary role of protecting patients and the public in the UK, through the regulation of nurses and midwives.

A great deal of work and consideration has gone into its preparation. This work has helped us clarify six key workstreams for the next three years:

- Continuing improvement to fitness to practise processes.
- Achieving financial stability.
- Ongoing review of registration policies and practice.
- Implementing a model for ensuring that nurses and midwives continue to be fit to practise.
- Delivering a robust engagement strategy.
- Continuing the roll out of HR and ICT modernisation strategies.

By concentrating on success in these six areas and ensuring that we do not allow external influences to divert us, the NMC can look forward to a future as a first class regulator.

Our Corporate Plan has been developed against the backdrop of two major events. The first was the critical review carried out by the Professional Standards Authority (then the Council for Healthcare Regulatory Excellence) in 2012. We have made substantial progress so far in meeting their recommendations and will continue to embed these as we move forward. For example, in Fitness to Practise, we have almost trebled the number of hearings, halved the time for investigations and halved the time to impose an interim order to protect patients and the public while we investigate a case.

The second was the publication of the Francis Inquiry into events at the Mid-Staffordshire NHS Foundation Trust - the most important report for the NHS in a decade. The system, of which we were a part, failed the most vulnerable and their families; this was a scandal that could have been avoided.

The Francis report makes 290 recommendations, many of which affect the NMC. In particular, these include the need to strengthen our public profile so that the public understands who we are and what we do, the need to be seen to be putting public and patient protection at the heart of what we do and the need to work more collaboratively with fellow regulators and healthcare organisations.

However, on many of the key recommendations, such as education standards and working with other regulators, we started some time ago. And, as can be seen in the Corporate Plan, we will continue to address those issues.

It is crucial that we keep focused on our role and deliver our core statutory functions to a high standard. The challenges are great but, as our Corporate Plan demonstrates, we are making a real commitment to renewing the NMC and placing it at the heart of public protection.



Mark Addison

Mark Addison
Chair



Jackie Smith

Jackie Smith
Chief Executive and
Registrar

Introduction

The Nursing and Midwifery Council is the professional regulatory body for nurses and midwives in the UK. Our role 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.¹

Our mission

Our primary purpose is to protect patients and the public in the UK through effective and proportionate regulation of nurses and midwives. We set and promote standards of education and practice, maintain a register of those who meet these standards and take action when a nurse or midwife's fitness to practise is called into question. By doing this well we promote public confidence in nurses and midwives, and regulation.

Our values

We are accountable

- We act in the best interests of people who use or need the services of nurses and midwives.
- We take responsibility for our actions and are open and transparent.

We are fair

- We act with integrity and can be trusted to use our powers responsibly.
- We are consistent in the way we deal with people and show consideration and understanding.

We are professional

- We are known for our expertise and work to high standards in all we do.
- We look for innovative solutions and learn from our mistakes.

We are progressive

- We provide strategic direction and lead the way in modern healthcare regulation.
- We build and maintain networks and work in partnership with others to fulfil our aims.

We are inclusive

- We respect and value everyone for their contribution, celebrate people's differences and provide equality of opportunity for all.
- We consult, encourage feedback, listen, and respond to our stakeholders.

¹ <http://www.professionalstandards.org.uk/regulators/overseeing-regulators/performance-reviews>

A summary of our corporate goals and objectives

Goal 1: Protecting the public

Objective 1

We will safeguard the public's health and wellbeing by keeping an accessible accurate register of all nurses and midwives who are required to demonstrate that they continue to be fit to practise.

Objective 2

We will set appropriate standards of education and practice and assure the quality of education programmes and the supervision of midwives so that we can be sure that all those on our register are fit to practise as nurses and midwives.

Objective 3

We will take swift and fair action to deal with individuals whose integrity or ability to provide safe care is questioned, so that the public can have confidence in the quality and standards of care provided by nurses and midwives.

Objective 4

We will improve our understanding and use of diversity data, embedding equalities good practice, so that we are inclusive and treat people fairly.

Goal 2: Open and effective relationships

Objective 5

We will maintain open and effective regulatory relationships with patients and the public, other regulators, employers and the professions that help us positively influence the behaviour of nurses and midwives to make the care of people their first concern, treat them as individuals, and respect their dignity.

Objective 6

We will develop and maintain constructive and responsive communications so that people are well informed about the standards of care they should expect from nurses and midwives, and the role of the NMC when standards are not met.

Goal 3: Staff, systems and services

Objective 7

We will develop effective policies, efficient services and governance processes that support our staff to fulfil all our functions.

Objective 8

We will build a culture of excellence by attracting, retaining and developing high quality staff to deliver our services.

Corporate goals and objectives

Goal 1: Public protection will be at the centre of all of our activities. Our work will be designed around and measured against the benefits we can bring to the public.

Objective 1

We will safeguard the public's health and wellbeing by keeping an accessible accurate register of all nurses and midwives who are required to demonstrate that they continue to be fit to practise.

What we plan to do 2013 – 2014

- Continue to review our registration policies and processes, to ensure the integrity of the data held on our register and to improve our efficiency.
- Implement the requirement for all nurses and midwives to have professional indemnity insurance at the point of registration.
- Develop online services for registrants.
- Complete the review of our overseas registration policy and process.

What we plan to do 2014 – 2016

- Redefine information and qualifications we hold on the register.
- Complete new requirements for renewal of registration.
- Deliver online services for registrants.
- Improve arrangements for collecting employer data.
- Improve customer service as part of our overall registration function.



Outcomes

- Only nurses and midwives that are suitably qualified and meet our standards can join the register or have their registration renewed.
- Our register is accurate, accessible to the public and easy to understand.
- Our systems and processes are documented, quality assured and compliant with legislation and Council policy.
- Everyone who seeks registration with us or relevant information about our register receives good customer service.

Objective 2

We will set appropriate standards of education and practice and assure the quality of education programmes and the supervision of midwives, so that we can be sure that all those on our register are fit to practise as nurses and midwives.

What we plan to do 2013 – 2014

- Develop a proportionate, risk based, cost effective approach to ensuring that nurses and midwives continue to be fit to practise.
- Redefine a risk based approach to our education regulatory function through partnership working.
- Develop and implement an appropriate framework for the quality assurance of education providers and local supervising authorities (LSAs).
- Develop and prioritise our programme for standards development and review.

What we plan to do 2014 – 2016

- Implement a model for ensuring that nurses and midwives continue to be fit to practise.
- Review the code² for nurses and midwives to ensure it reflects contemporary policy and practice.
- Evaluate the impact of our new quality assurance framework.

Outcomes

- Evidence based and accessible regulatory standards for the education and practice of nurses and midwives that prioritise patient and public safety.
- Nurses, midwives, employers and the public are clear about the need for nurses and midwives to continue to be fit to practise.
- Nurses and midwives understand their responsibilities in putting the patient at the heart of what they do and raise and escalate concerns about poor care appropriately.
- Weak or failing education providers are targeted for improvement.



² The code: Standards of conduct, performance and ethics for nurses and midwives (NMC, 2008).

Objective 3

We will take swift and fair action to deal with individuals whose integrity or ability to provide safe care is questioned, so that the public can have confidence in the quality and standards of care provided by nurses and midwives.

What we plan to do 2013 – 2014

- Take effective action to ensure that cases are investigated within published targets and key performance indicators and that those cases already under investigation or awaiting a hearing are concluded as soon as possible.
- Review the decision making thresholds for fitness to practise action.
- Improve the quality of our investigation and decision making in fitness to practise cases.
- Develop evidence based comprehensive policy and guidance to underpin our fitness to practise function.
- Review the cost effectiveness of our fitness to practise processes.
- Develop a model to work proactively with employers across the UK.



What we plan to do 2014 – 2016

- Continue to review and improve our fitness to practise policy and processes.
- Work proactively with employers across the UK.
- Implement new processes in accordance with changes to the legal framework.

Outcomes

- We take timely action where it is necessary.
- Our procedures are transparent and proportionate.
- Efficient business practices that deliver value for money.
- Working effectively with employers to support them in identifying areas of risk.

Objective 4

We will improve our understanding and use of diversity data, embedding equalities good practice, so that we are inclusive and treat people fairly.

What we plan to do 2013 – 2014

- Strengthen our framework for collecting equality and diversity data to inform our decision making.
- Conduct a rolling review of our policies and procedures for compliance with equalities and diversity legislation and best practice.
- Work in partnership with diverse groups and external diversity experts to inform the development of our strategy.

What we plan to do 2014 – 2016

- Collect, analyse and publish data about the diversity of nurses and midwives on our register and fitness to practise outcomes.
- Test whether what we say in our strategy, policies and procedures is reflected by what we do in practice.
- Share learning and disseminate good practice across the organisation.

Outcomes

- A better understanding of how our activities and decision making impact on diverse groups.
- Our policies and procedures do not impact adversely on any particular group.

Goal 2: We will have open and effective relationships that will enable us to work in the public interest.

Objective 5

We will maintain open and effective regulatory relationships with patients and the public, other regulators, employers and the professions that help us positively influence the behaviour of nurses and midwives to make the care of people their first concern, treat them as individuals, and respect their dignity.

What we plan to do 2013 – 2014

- Implement an engagement strategy which builds and facilitates relationships to support the delivery of our regulatory activities.
- Continue to remind registrants of their responsibilities under the code so that they understand that care of patients is their first concern.
- Develop a new and strengthened approach to patient and public engagement.
- Work collaboratively with other regulators and employers to focus on public protection.

What we plan to do 2014 – 2016

- Continue to deliver our engagement strategy.

Outcomes

- Patient and public protection is at the heart of everything we do.
- Our profile and public understanding of the NMC's role are improved.
- Confidence in the NMC's professional regulation is increased.



Objective 6

We will develop and maintain constructive and responsive communications so that people are well informed about the standards of care they should expect from nurses and midwives, and the role of the NMC when standards are not met.

What we plan to do 2013 – 2014

- Proactively communicate the specific role we play as the regulator of nurses and midwives.
- Share our activities and improvement journey with stakeholders.
- Refresh our website to meet the needs of the public, and nurses and midwives.
- Use plain English in our communications.

What we plan to do 2014 – 2016

- Continue to keep stakeholders up to date on our progress and be honest about the improvements we still have to make.

Outcomes

- We are open with our stakeholders about the progress of our improvement activity.
- The public, employers and other stakeholders understand the role of the NMC.
- Confidence in the NMC's professional regulation is increased.



Goal 3: Our staff will have the skills, knowledge and supporting systems needed to help us provide excellent services to the public and the people that we regulate.

Objective 7

We will develop effective policies, efficient services and governance processes that support our staff to fulfil all our functions.

What we plan to do 2013 – 2014

- Set a budget and long term financial plan that achieves our reserves targets and informs proposals for setting future fees for registrants.
- Make significant improvements in our information technology, security and governance.
- Ensure new Council members are fully equipped and supported to carry out their role effectively within a sound governance framework.
- Develop an assurance framework, which allows us to better monitor and understand our business delivery, risk and compliance.
- Begin to develop a corporate data strategy that enables analysis of information to support business needs, decision making and performance improvement.



What we plan to do 2014 – 2016

- Embed assurance and governance at the heart of what we do.

Outcomes

- Clarity in our long term financial needs, plans and fee requirements resulting in higher levels of accountability, transparency and demonstration of value for money.
- Effective delivery of our corporate goals and objectives.
- A culture of continuous learning and improvement.
- Timely, well informed and transparent decisions made by Council.
- Confidence that our business systems and processes are fit for purpose and are complied with.
- An enhanced reputation as a regulator with our stakeholders.

Objective 8

We will build a culture of excellence by attracting, retaining and developing high quality staff to deliver our services.

What we plan to do 2013 – 2014

- Modernise our approach to rewarding and incentivising staff.
- Develop effective workforce planning tools that anticipate the short and long term staffing and skill needs of the organisation.
- Implement an enhanced learning and development programme that aligns clearly with our corporate change programme and cultural development.

What we plan to do 2014 – 2016

- Continue to work collaboratively across the organisation to improve employee engagement and reduce the level of staff turnover.
- Implement effective workforce planning, demonstrating a proactive and longer term approach to decision making and resource planning.
- Evaluate the impact of the initiatives undertaken on the development of the NMC as an effective regulator.

Outcomes

- Public protection is enhanced through a high performing workforce delivering efficient and effective regulation.
- Staff are motivated, feel valued and are fairly rewarded for the roles they perform, as evidenced by the way in which they work and their ongoing commitment to the organisation.
- An improved employer brand fostering a culture of pride.

Summary operating budget

2013-2014 budget summary by directorate

	£ '000s	%
Office of the Chair and Chief Executive	566	1%
Corporate Governance	3,128	4%
Registration	3,411	5%
Continued Practice	3,085	4%
Corporate Services	14,652	21%
Fitness to Practise	39,914	56%
Projects	106	0%
Depreciation	3,068	4%
Tax/General expenses	57	0%
Central pool	3,515	5%
Total	71,502	100%

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