



Bord Altranais agus
Cnáimhseachais na hÉireann
Nursing and Midwifery
Board of Ireland

NURSING and
MIDWIFERY
Board of IRELAND

Business Plan
2021

Foreword

Our primary function as the Nursing and Midwifery Board of Ireland (NMBI) is to protect:

- the public in its dealings with nurses and midwives
and
- the integrity of the practice of nursing and midwifery
through
- the promotion of high standards of professional education, training and practice and
- professional conduct among nurses and midwives.

We perform our functions in the public interest and in fulfilment of our statutory remit under the Nurses and Midwives Act 2011.

Our *Business Plan 2021* is informed by work we are currently undertaking on our Statement of Strategy 2020–2022 and builds on the progress we made in 2020. Our statement of strategy is available on our [website](#).

Our stated strategic priorities for 2020–2022 are **to continue to deliver on our legislative remit** (the core of what we do) and **to improve the way we do it** by:

- evolving our model of regulation
- digitising and improving the efficiency of our services
- leveraging data and research
- communicating more frequently and effectively with our stakeholders
- further developing our organisation.

In 2020 we saw significant challenges for our business as we strove to understand and respond to Covid-19 challenges as the regulator of nurses and midwives. This included, but was not limited to, analysis of final year students' progress against entry level requirements to the Register as students were sent home and defining faster paths to registration for members of the restoration pool.

We have developed our 2021 plan in this context. We have planned for known Covid-19 challenges, e.g. anticipating new resource requirements coming into the system and working with higher education institutions (HEIs) as they evolve their student placement approaches. We have also planned for potential as yet unidentified Covid-19 challenges to which we may need to respond flexibly.

Key focus areas in 2021

This business plan is supported by detailed directorate-level work plans. The business plan covers two distinct types of activities:

A. Our statutory remit

Those activities that will fulfil our statutory remit under the Nurses and Midwives Act 2011 (captured in the table below).

B. Change and continuous improvement activities

Those activities that will deliver required changes and help us deliver on our statement of strategy (captured in the section after the table).

A. Our statutory remit

We will continue to fulfil our statutory remit under the Nurses and Midwives Act 2011 and implement the remaining provisions as they commence

		Planned date
0.01	Accurately maintain the Register of Nurses and Midwives	Ongoing
0.02	Maintain appropriate and up-to-date information with regard to registrants' job titles and place of work, and record it in a way that can be used for reporting purposes	Ongoing
0.03	Record appropriate employment-related information	Ongoing
0.04	Set, monitor and evaluate standards for the education and training of nurses and midwives	Ongoing
0.05	Proportionally manage complaints about registrants with the knowledge that complaint levels are rising	Ongoing
0.06	NMBI Board to discharge its fiduciary duties and provide strategic direction in line with government policies and strategic objectives	Ongoing
0.07	Maintain security of data systems, property and assets	Ongoing

B. Change and continuous improvement activities

As well as our statutory remit we have identified the following critical elements needed to ensure improved organisational effectiveness, delivery of the remaining outstanding elements of the Nurses and Midwives 2011 Act and our statement of strategy.

1.1 Nurses and Midwives Act 2011

We will continue to fulfil our statutory remit under the 2011 Act and implement the remaining provisions as they are commenced.

- **Managing the maintenance of professional competence**

Continue project-based work on the Management and Maintenance of Professional Competence Scheme. Our plan in 2021 is to pragmatically draft and cost a potential approach appropriate for the Irish healthcare system, conduct an extensive public consultation on our proposed scheme which would allow us to refine the scheme, and bring it to the relevant stakeholders for approval and signoff. We will also complete planning for a pilot of the scheme.

We have provided funding of circa €50,000 for this in the Education 'projects' line of budget.

- **Professional indemnity**

We will continue to engage with stakeholders to establish suitable legislative drafting to allow consultation on and ultimately commencement of Section 40 (1) a of the 2011 Act.

We do not expect a need for additional spending for this.

- **Annotation**

We will work with our stakeholders, including the Department of Health, the HSE and the Expert Review Body on Nursing and Midwifery, to agree an approach to define specialisms and how they will be recognised and annotated on the NMBI Register.

We have provided funding of circa €25,000 for this in the Education 'projects' line of budget.

1.2 Regulated Professions (Health and Social Care) (Amendment) Act 2020

We have planned activity to support the commencement of this new legislation. The primary impact will be in the fitness to practise (FTP) area. Some of this work took place in 2020 but more is required in 2021.

We do not expect a need for additional spending for this.

We will also be delivering a number of change projects and further developing our capabilities.

2. New registrant system, MyNMBI

Implementing our new Registrant System in Q4 2020 was critical to the delivery of continued improvements in value for money, processing efficiencies and reporting. The focus of MyNMBI in 2021 will be:

In the Registration Directorate:

- Stabilising version 1.0 of the Registration Module from a technical and change management perspective.
- Scoping, developing and implementing version 2.0 of the Registration Module.
- Identifying a registration module development roadmap (future developments or upgrades).

Maintenance, licence and hosting costs for MyNMBI will be €272,000 in 2021 (education and registration).

We have estimated change requests to be circa €50,000 for the Registration Module in 2021.

We will also undertake an horizon-scanning exercise to anticipate future demands on the health system and in turn on nurses and midwives and their recognition and registration applications. This will inform our continuous improvement agenda of working to identify and remove any friction from our processes.

In the Policy and Standards Directorate:

- Developing and implementing the Education Module.

The Education Module of MyNMBI will support the inspection of clinical placement sites for undergraduate and specialist programmes and approval or reapproval of education programmes.

This case management system will track activities, schedules and documentation, and will automate alerts. It will significantly reduce manual scheduling, filing and tracking, and increase our reporting capability.

We have planned for development costs of circa €385,000.

Maintenance, licence and hosting costs for MyNMBI will be €272,000 in 2021 (education and registration).

3. Evolving our reporting capability

The new Registration Module delivers improved reporting capabilities regarding registration and the Register.

Our improved capability began with implementing the Registration Module of MyNMBI in Q4 2020. However, it will initially depend on existing data which migrated from the legacy system. As we engage with registrants, e.g. at annual renewal, to update their data and gather new information, our ability to report and provide improved insights will follow. We will refine the methods we use to collect data. We will have refined our data collection methodologies and key performance indicators (KPIs) by Q3 2021.

In 2021, we will focus on analysing registration data to support registrants and applicants, to inform our regulatory activities. We will also work with the Department of Health to further understand and pragmatically satisfy its data and reporting requirements (e.g. for workforce planning purposes).

Our use of data will be governed by our legislative framework, including GDPR. Our searchable NMBI Register will continue to be available on our website. Other than the Register, data at an individual applicant or registrant level will not be shared outside the NMBI organisation.

Our reporting capability and reports will evolve over a number of years. We do not expect a need for additional spending for this. We will develop our reporting within the existing headcount.

4. Fitness to practise case management tool

We will select, configure and roll out a new FTP case management tool. Implementing a new software case management system to support FTP activities will be critical in delivering continued improvements in value for money, processing efficiencies and reporting capability.

We have defined our requirements. We plan to go to tender and implement a new tool in 2021.

This case management system will track complaints and inquiries, and be a repository for all material associated with complaints, Preliminary Proceedings Committee and FTP activity. It will significantly reduce manual scheduling, filing and tracking, and increase our reporting capability.

We have allocated €65,000 for this.

5. Increase capacity in FTP to accelerate inquiry timelines

We will create a Complaints Management Strategy to build on work that has commenced on a review of our current Complaints Management approach, and we will identify a change agenda in this area. This will include activity to support the commencement of new legislation. It will encompass actions focused on creating a more compassionate approach for those who become part of our complaints process, whether they are a registrant, their family, a witness or the person who made the complaint.

Currently our budget estimate is for 60 Inquiry days. We also intend to start holding remote/online and hybrid inquiries in 2021 to further reduce the number of inquiries that accumulated during Covid-19.

6. Communicate more frequently and effectively with our stakeholders

During 2020 we defined and published a Customer Action Plan and Customer Charter as required by the Code of Practice for the Governance of State Bodies. Following on from this we will develop a comprehensive communications plan for each stakeholder group as a result.

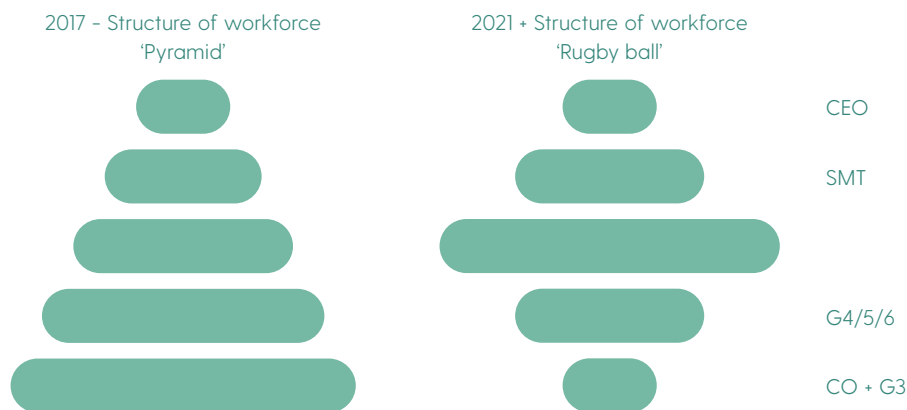
In 2021 we will also operationalise these important tenets of our ethos and service delivery model in all our activities.

7. Organisation development

We have been evolving our workforce in line with our digitisation agenda and statement of strategy. Our focus continues to be:

- increase capacity, and build capability and greater agility at senior and middle management levels. (Within the next few years there will be an almost complete turnover of senior management team members. Succession planning will be key to ensuring a smooth transition, managing risk, and enabling us to capture and continue accessing the significant corporate knowledge of these individuals.)
- introduce new capabilities in data gathering, analysis and reporting; quality assurance; and change and project management
- create capacity in anticipation of new activities (managing the maintenance of professional competence, annotation, publishing data and insights, research, etc.)
- eliminate and/or automate low value add/transactional activities as part of our digitisation agenda.

Each post advertised and filled is considered in this context. As a result we expect the shape of our workforce to change.



In 2021 we will implement a succession plan for a number of key leadership positions due to retirement within the senior management team and ends of terms of office for Board members.

Two central themes of our staff training and development focus this year will be to support **digitisation** (roll-out of new technology solutions and ways of working) and **service excellence** (in support of our new *Customer Charter*).

We will continue to invest in our people and organisation to ensure we are equipped to meet the needs of our registrants, the public and our stakeholders.

We have allocated €80,000 to staff development and training in 2021.

We have also realigned our Corporate Services Department to address these issues at a structural level to ensure more focus on internal communication, increased collaboration, centralisation of certain areas and greater control.

Many of these key focus areas are multiyear projects and investments. They are grounded in our overall vision of what we want to achieve in our *Statement of Strategy 2020–2022*.

The tables below summarise the statement of strategy objectives, key achievements in 2020, planned activity in 2021 and where appropriate 2022 activities.

1. Evolving our model of regulation			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Regularly review our Code, education standards and guidance to ensure that they remain relevant to what nurses and midwives are experiencing on the front line and in other diverse roles	<p>Consulted with Local Joint Working Groups on updates proposed to education standards and processes</p> <p>Consultation on updated Code of Professional Conduct and Ethics</p> <p>Published consultation reports</p>	<p>Publish consultation report on updated education standards and process</p> <p>Roll out updated Code of Professional Conduct and Ethics</p> <p>Update Practice Standards for Midwives</p>	
Work as part of interdisciplinary working groups to ensure that evolving models of healthcare are supported, patients are protected and registrants are confident in delivering care. Interdisciplinary working groups would include registrants, patients, policymakers, educators, employers, unions, professional bodies and other regulators		<p>Provide input and respond to Nursing and Midwifery Expert Group</p> <p>Work proactively with other stakeholders to ensure the education regulatory standards are maintained during the pandemic, especially during the third wave of Covid-19</p>	
Finalise the design of the Managing the Maintenance of Professional Competence Scheme and start roll-out to strengthen a culture of continuing improvement. This will ensure that continuing and existing personal development is recognised, regarded and fully used in service delivery	High level approaches and costs identified and discussed with key stakeholders	Consult on draft scheme and approve plan for pilot	Pilot draft scheme
Increase our focus on supporting all our registrants to deliver safe patient outcomes rather than concentrating on the few who have had a complaint made about them	Increased our guidance	<p>Share complaints insights with registrants and HEIs</p> <p>Provide additional guidance and support via our website and eZines for registrants in Covid-19 context</p> <p>Provide timely, proactive and quality guidance</p>	Provide timely, proactive and quality guidance

continued

Indicators of success	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Ongoing evolution of educational standards and requirements (e.g. incorporating more community-based placements) through more direct connectivity with HEIs and stakeholders to ensure that programme content evolves to meet the needs of the sector and the population	<p>Consulted with Local Joint Working Groups on updates proposed to education standards and processes</p> <p>'Mapping Project' completed – mapped primary legislation, rules, statutory instruments to education policy, standards and customisation of MyNMBI Education Model</p>	<p>Publish consultation report on updates, education standards and processes</p> <p>Update internal process on how future updates to education standards will be approached</p> <p>Implement projects/actions resulting from the 'Mapping Project'</p>	<p>Ongoing engagement with HEIs and stakeholders to evolve education standards</p> <p>Implement projects/actions resulting from the 'Mapping Project'</p>
Revised Code of Professional Conduct and Ethics, professional standards and guidance documents	<p>Consulted on updated Code of Professional Conduct and Ethics</p> <p>Published consultation report</p>	<p>Annotation – draft and consult on a policy and identify a plan for implementation</p> <p>Support enactment of Professional Indemnity part of 2011 Act</p> <p>Develop and implement an operations plan to enact the Regulated Professions (Health and Social Care) (Amendment) Act 2020</p> <p>Clarity and policy on Professional Indemnity requirement for Midwives</p>	Commence annotation implementation
Participation in interdisciplinary teams to develop a regulatory framework that reflects the multidisciplinary models of healthcare envisaged under Sláintecare while ensuring that nurses' and midwives' scope of practice remains understood, defensible and safe	<p>Implemented successful restoration process to register with accreditation of a Return to Practice course for resources required for Covid-19 first wave period</p> <p>Worked on multiple interdisciplinary groups to progress Covid-19 related policies, e.g. Regulatory forums; Medicines Management group</p>	<p>Provide input/respond to Nursing and Midwifery Expert Group</p> <p>Define approach to specialisms and annotation with our stakeholders</p>	

continued

<p>Revised processes to manage complaints and FTP inquiries aligned with new legislation. We need to be more empathetic to the needs and expectations of both complainants and registrants in order to move through the process more efficiently</p>	<p>Commenced stakeholder engagement process to understand opportunities for improvement (Bill was delayed)</p> <p>During Covid-19 engaged with union reps who were then able to engage with their members on Inquiry approach during restrictions</p> <p>We recognised Covid-19 pressure and deferred witness statements, etc.</p> <p>Put in place additional and imaginative measures to increase capacity (e.g. additional meetings, safe environment for all parties to inquiries, remote access, remote committee meetings)</p>	<p>Operationalise Regulated Professions (Health and Social Care) (Amendment) Act 2020</p> <p>Create a Complaints Strategy to include a review of Complaints Management/ Programme Management and change agenda</p>	
--	---	--	--

2. Digitising and improving the efficiency of our services			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Streamline the registration process for applications giving them enhanced self-service options including the option to pay online and get easy access to their records and data	Delivered through V1.0 MyNMBI Registration Module	Registrant System Development Roadmap 2021–2022 Stabilise V1.0 MyNMBI Registration Module V2.0 MyNMBI Registration Module	Ongoing MyNMBI development
Ensure that systems are created to capture relevant evidence of qualifications, experience and professional history for all registrants, applicants and graduates	Delivered through V1.0 MyNMBI Registration Module. All applications will be digital and all associated documents referenceable	V2.0 MyNMBI Registration Module	Ongoing MyNMBI development
Ensure that all educational service providers have a full understanding of our education standards, provide adequate evidence to satisfy requirements, and have a full appreciation of areas for improvement	Consulted with Local Joint Working Groups on updates proposed to education standards and processes	Publish consultation report on updates, education standards and processes Update internal process on how future updates to education standards will be approached Finalise design and development of Education Module V1.0 Implement MyNMBI Education Module V1.0	Publish site visit reports on website
Create an open, efficient and effective pathway to manage complaints within the legislative process		Selection and implementation of complaints case management tool Increase capacity in FTP to accelerate inquiries, inclusive of holding remote/online and hybrid inquiries in 2021	Ongoing streamlining of complaints management tool

continued

Indicators of success	Key achievements in 2020	Planned in 2021	Draft plan for 2022
New registrants' portal	V1.0 delivered Q4 2020	V2.0 MyNMBI Registration Module	Ongoing MyNMBI development
New applicants' portal	V1.0 delivered Q4 2020 Enhanced online support for applicants on website (V1.0)	V2.0 delivered Q4 2021 Enhanced online support for applicants on website (V2.0)	V3.0 delivered Q4 2022 Enhanced online support for applicants on website (V3.0)
New HEI portal	V1.0 delivered Q4 2020	V2.0 MyNMBI Registration Module V1.0 MyNMBI Education Module	Ongoing MyNMBI development
Online renewal and payment of the annual retention fee (ARF)	V1.0 delivered Q4 2020	V2.0 MyNMBI Registration Module	
Visibility of complaints tracking	Ongoing FTP Insights articles	Ongoing FTP Insights articles	Ongoing FTP Insights articles
Updated IT strategy with clear milestones	Complete		
Better measurement of processing times	Monitored through MyNMBI	Continuous improvement plan based on data and insights available from MyNMBI Develop additional KPIs to capture processing timelines	Continuous improvement plan based on data and insights available from MyNMBI

3. Leveraging data and research			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Share data insights with our registrants and other stakeholders to support our registrants, protect the public and inform policy	Significant consultation on registration rules. The resulting enhanced data set facilitate internal and external reporting.	Define data reporting approach 2021–2022 MyNMBI Data Reporting V1.0	MyNMBI Data Reporting V2.0
Share data on the Register to assist health services with workforce planning activities		MyNMBI Data Reporting V1.0	MyNMBI Data Reporting V2.0
Work closely with others in the healthcare sector so that we can collectively have more impact on protecting the public (sharing inspection reports, risk profiles, etc.)	Macro data set shared with stakeholders to facilitate Covid-19 planning Consulted on publication of site inspection reports FTP Insights Series	Publish site inspection reports FTP Insights Series	TBC
Use research and data to inform our policy approach. Using this evidence will enable us to develop insights into our registrants, making our work more effective and proportionate		Develop data and reporting model Contribute to OECD and WHO macro data reports	Use insights to adjust approach (TBC)
Use data to continually improve what we do, for example review FTP complaints and inquiries to determine if outcomes can be achieved more quickly or in a different way	FTP Insights Series/ Sharing	FTP Insights Series/ Sharing	TBC

continued

Indicators of success	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Risk informs the development of our policy and research programmes	Analysis to support HEIs, HSE and Department of Health in Covid-19 planning context. Profiling and pragmatic support to inform if it was feasible to get registrants into the system early (challenged to complete year 4 in traditional way)	Respond in an agile way to innovation in placement site proposals	
Our data and research findings support the development of public policy			
Key influencers in education and health use and reference reports produced by NMBI			
Attendance at cross-regulatory events			
The regulatory load on educational providers and registrants is reduced through collaboration with other regulatory bodies			

4. Communicating more frequently and effectively with our stakeholders			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Develop and implement a strategic communication plan which focuses on content and efficient channels for communication, while also accounting for signification developments in the business calendar that will need to be proactively supported, i.e. our new online registration system	<i>Customer Action Plan</i> complete and published <i>2020 Communications Plan</i> completed	Develop comprehensive communications plan per stakeholder group Implement 2021 <i>Communications Plan</i> Report progress	Implement 2022 <i>Communications Plan</i> Measure progress
Develop and implement a customer action plan which will include: <ul style="list-style-type: none"> • outlining the nature and quality of service that customers can expect • clarifying our role and using every opportunity to explain what we do and how we do it • updating our website with clear and easy to understand content • conducting listening events 	<i>Customer Action Plan</i> complete and published	Implement <i>Customer Action Plan</i> Develop feedback section for our website, associated and aligned to the <i>Customer Action Plan</i> Carry out a review of customer service feedback from 2021	Implement 2022 <i>Customer Action Plan</i> Implement 2022 <i>Communications Plan</i> Measure progress

continued

Indicators of success	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Refreshed and correct content on key communications channels and for presentations, e.g. website and information booklets, and consideration of what the right channels are for NMBI	Phase 1 complete: Applicant guides and registrant guides complete for new MyNMBI system, e.g. video guidance on registration application was completed in Q4 2020	Phase 2: HEIs guides complete for new MyNMBI system	Phase 3 Publish an NMBI House Style Guide Introduce a plain English policy
Proactive plan on educational stakeholder engagement	Identified in our <i>Communications Plan</i>	Implement <i>Customer Action Plan</i> Implement 2021 <i>Communications Plan</i> Measure progress	Implement <i>Customer Action Plan</i> Implement 2022 <i>Communications Plan</i> Measure progress
Proactive initiatives to support greater understanding of our role	Increased stakeholder engagement and presentations on panels and policy-making forums, especially related to MyNMBI	Continue to represent NMBI at policymaker forums and sustained engagement regarding MyNMBI Implement the <i>Customer Action Plan</i> Implement 2021 <i>Communications Plan</i> Measure progress	Conduct a Reputation Audit to identify and capture improvements in communications with the public, registered nurses and midwives and our stakeholders
Listening events regularly conducted to improve communication with our stakeholders	In our <i>Customer Action Plan</i> , e.g. HEI Local Joint Working Groups convened to consult on proposed changes to education standards	Build distinct stakeholder engagement into all communications plans for new initiatives Adapt approaches as appropriate	Formalise stakeholder engagement calendar
Changes to our policies and standards being developed collaboratively with stakeholders	Ongoing, e.g. stakeholder engagement plan adopted for updating our Education Standards	All public consultations coordinated through the communications team, and advertised on our website	Publish all NMBI public consultations 2020–2022

5. Further developing our organisation			
Actions	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Support staff in their acquisition of the knowledge, skills and competencies to do their jobs effectively and with confidence	Implemented our Staff Training and Development Plan (2020)	Implement Staff Training and Development Plan (2021)	Implement Staff Training Plan (2022)
Support our Board in its delivery of our governance structure	Terms of reference review for Board and committee complete Internal audit(s) (ongoing) Implement Board Training and Development Plan 2020	Succession plan and onboarding for Board members Implement recommendations from Terms of Reference review Internal audit(s) (ongoing) Implement Board Training and Development Plan 2021 Policy for recruitment to and tenure on committees	Internal audit(s) (ongoing) Implement Board Training and Development Plan 2022
Review the structure of our organisation to allow for the effective delivery of our legislative remit	Implemented Workforce Plan 2020 Define, advertise and fill new and open positions	Succession plan and onboarding for new senior management team members Implement Workforce Plan 2021 Define, advertise and fill new and open positions	Implement Workforce Plan 2022 Define, advertise and fill new and open positions
Continue to develop a rolling three-year workforce plan			
Continue to abide by the <i>Code of Practice for the Governance of State Bodies</i> and other national and EU legislation, including the Public Sector Equality and Human Rights Duty		Explore potential of alternative income streams	
Identify further ways to streamline the usage of Board time	Remote meetings and IT infrastructure implemented Explore Board papers management software	Implement Board papers management software	

continued

Indicators of success	Key achievements in 2020	Planned in 2021	Draft plan for 2022
Our staff and Board have the skills and knowledge to do their roles effectively	Implemented V1.0 MyNMBI Registration Module Training Plan	Implement V2.0 MyNMBI Registration Module Training Plan Implement V1.0 MyNMBI Education Module Training Plan Implement FTP Case Management Tool Training Plan	
Stakeholders will report increasing satisfaction with customer service, which is measured against a customer charter and customer service action plan	Baseline reputation audit results analysed and shared with Board (informed Customer Action Plan)	Monitor and action Customer Service Metrics	Monitor and action Customer Service Metrics
Our governance structures will provide effective assurance that we have the right strategies, plans and programmes to deliver the change we need	Terms of Reference Review for Board and Committee completed Internal audit(s) (ongoing)	Implement recommendation from Term of Reference Review Internal audit(s) (ongoing)	Internal audit(s) (ongoing)
We have planned for and facilitated a smooth transition for key members of our senior management team and our Board who are due to retire or finish their term	Succession plan in place for senior management team Implemented succession plan Elections for Board positions held	Fill senior management team positions Fill Board positions Execute Board induction plan	

Required resources

We have developed our *2021 Business Plan* based on the resources we expect to be available to us in 2021. The budget is attached at Appendix 1.

We will continue to work with other agencies to identify opportunities for shared services and resources. All recruitment for replacing existing posts and filling new posts requires sufficient funds to pay the salaries, prioritisation of posts and prior sanction from the Department of Health in relation to each post. Successful delivery of our business plan will depend on the necessary approval to maintain and develop our workforce with the appropriate skills and expertise.

We have been evolving our workforce in line with our digitisation agenda and statement of strategy.

Performance and risk management

In 2021 we will implement significant changes to our systems, how we work and the make-up of our Board and senior management team. These changes are not without risk. We will review and appropriately manage our risks throughout the year and provide assurance to our Board. We will enhance our risk management approach in identifying, assessing, monitoring, managing and reporting risk under the stewardship of the Audit and Risk Committee.

Reporting

We will report on the delivery of objectives quarterly to our Board and take a half-yearly review of delivery against our strategic priorities. We will submit progress reports on our Statement of Strategy to the Minister for Health in our Annual Report and at such other intervals as required by the Department of Health.

Business plan assumptions

Section 20 (2) of the Nurses and Midwives Act 2011 requires our Board to prepare a business plan and ensure that the plan:

- indicates the type and volume of business to be undertaken by the Board during the period to which the plan relates
- indicates any capital plans proposed by the Board
- contains estimates of the number of employees of the Board for the period and the business to which the plan relates.

The key assumptions included in our *Business Plan 2021* and Budget are as follows.

Covid-19

There are known Covid-19 challenges that we have planned for (e.g. anticipating new resource requirements coming into the system and working with HEIs as they evolve their student placement approaches). We have assumed that there will be other Covid-19 challenges which we have not yet identified and to which we may need to respond.

Income generation

The budget income is derived from the following key drivers:

	Volume	Fee €	Total Income €
Annual Renewal Fee	76,330	100	7,633,000
Overseas Applications	4,650	350	1,627,500
Overseas Registrations	1,950	145	282,750
Irish trained Registrants	1,650	145	239,250
Restoration to the Register	875	250	218,750
Verification fees	1,300	80	104,000
Advanced Nurse/Midwife Practitioner Fee	100	145	14,500
Other registration Income			79,000
Total Registration			10,198,750
Contribution to Nursing and Careers Centre			200,000
Superannuation			62,300
Department of Health Funding			
Bank Interest			750
Total Income			10,461,800

Volumes are estimated based on the number of registrants as at December 2020.

Assumptions underlying this budget are as follows:

- The NMBI has not allowed for any increase in the rates it charges for its services.
- Annual Renewal fees. It is assumed that there will be circa 76,330 registrants paying the 2021 ARF.
- Overseas applications are expected to be 4,650 in 2021 in line with the trend in 2020.
- Irish registrations reflect our estimate of the numbers to be registered from Irish graduates.
- Verification fees are similar to 2020 expected outturn.
- Contributions to the Nursing and Careers Centre are expected to remain at €200,0000.
- Superannuation income is pension contributions received from staff who are members of the pension scheme prior to the new Single Public Service Pension Scheme (SPSPS) of salaries and is based on the salaries budget.

Capital expenditure plan

We have a programme of capital expenditure to improve our physical and digital infrastructures:

- Continued development and implementation of a new Registrant ICT system with distinct modules for Education, FTP and support for a Professional Competence Scheme. The Registration Module went live in September 2020. (Projected spend in 2021 is €500,000)
- Application Environment Rebuilding (post infrastructure) projected spend in 2021 is (€45,000)
- Productivity software (projected spend in 2021 is €65,000)
- Hardware replacement and upgrades (projected spend in 2021 is €27,000)
- Implementation of physical infrastructure changes to our offices and improved spatial usage of our facilities (projected 2021 spend in 2021 is €200,000)

Total projected capital expenditure in 2021 is €837,000.

Staff numbers

Our budget allows for an average of 56 staff members in 2021.

Conclusion

We will carefully monitor and manage the budget in to this business plan throughout the year, with monthly reports presented to the Department of Health and at each Board meeting. A revised budget will be prepared mid-year to reflect any changes in assumptions, actual year to date income and expenditure profiles, and projected end of year outturn.

2021 will be a significant year for our Board with the continued implementation of the Nurse and Midwives Act 2011, the continued roll-out of our new Registrant System and other changes to be delivered. However, our Board and management are confident that with the continued support of our key stakeholders we will deliver this Business Plan for 2021.





Appendices

Appendix 1: Nursing and Midwifery Board budget 2021

Budget 2021 Income and Expenditure

	€ Budget 2021 Draft	€ Forecast 2020
INCOME		
Fee income		
Annual Retention Fees	7,633,000	7,454,777
Overseas Application and Registrations	1,910,250	1,818,445
Irish Registration fees (students and Irish trained registrants)	303,250	276,355
Other Income (duplicate cert, appeals, transcripts, superannuation requests)	352,250	363,507
Contribution towards Nursing Careers Centre	200,000	200,000
<u>Bank and investment interest income</u>		
Superannuation income	62,303	66,036
Bank and investment interest income	750	75
Total Income	10,461,803	10,179,195
EXPENDITURE		
Pay		
Wages and salaries	(3,120,915)	(2,698,569)
Pension costs	(666,261)	(515,375)
Agency	(528,550)	(819,268)
Total Payroll Expenditure	(4,315,726)	(4,033,212)
Non pay		
<u>General Administrative Costs</u>		
Maintenance	(209,527)	(200,511)
Light, heat and electricity	(47,380)	(34,156)
Insurance	(59,889)	(58,971)
Rates	(107,770)	(28,767)
Catering	(10,000)	(4,249)
Audit and finance costs	(76,000)	(64,088)
Bank interest and charges	(45,800)	(48,860)
Telephone costs	(40,000)	(46,917)
	(596,366)	(472,435)

Legal/FTP costs and professional fees		
FTP - Legal, stenographer, assessor and witness costs	(2,369,694)	(2,719,184)
Professional fees	(503,198)	(470,790)
	<u>(2,872,893)</u>	<u>(3,189,974)</u>
Other corporate and support costs		
Board fees, and board and committee Training	(180,000)	(162,915)
Election	-	63,764
ICT support costs (Including Nightingale)	(783,309)	(574,165)
Travel, Subsistence and Site visits	(49,400)	(48,920)
Other Office and Corporate Costs	(125,380)	(80,152)
Qualification Assessors	(120,000)	(117,000)
Printing, Postage and Courier Costs	(167,982)	(173,717)
Staff Training, Welfare and recruitment	(112,500)	(71,989)
Call Centre	(350,000)	(340,046)
	<u>(1,888,571)</u>	<u>(1,632,667)</u>
Total Gross Expenditure (Excl. Depreciation)	<u>(9,673,555)</u>	<u>(9,328,288)</u>
Net Surplus/(Deficit) before Depreciation	<u>788,247</u>	<u>850,907</u>
Less depreciation	(773,967)	(443,434)
Operating Surplus/(Deficit) after Depreciation	<u>14,280</u>	<u>407,473</u>

Budget 2021 balance sheet

	Budget 2021 €	Forecast 2020 €
<u>Fixed Assets</u>		
Freehold land	1,265,833	1,265,833
Premises	8,868,509	8,936,310
Equipment and fittings	0	0
Computer hardware and software	153,974	85,402
Registration system	1,542,306	1,487,235
	<u>11,830,622</u>	<u>11,774,780</u>
<u>Current Assets</u>		
Cash at Bank and in hand (inc. deposits)	4,907,988	4,023,185
Debtors	0	0
Prepayments	179,299	179,299
	<u>5,087,287</u>	<u>4,202,484</u>
<u>Current Liabilities</u>		
Amounts falling due within one year:		
Trade creditors and accruals	(970,983)	(970,979)
Deferred income – ARF	(3,875,000)	(2,707,155)
Deferred income – Department of Health	(159,705)	(159,705)
Mortgage due in one year	(241,480)	(241,480)
	<u>(5,247,168)</u>	<u>(4,079,319)</u>
Net Current Assets/(Liabilities)	159,881	123,165
<u>Non-Current Liabilities</u>		
Amounts falling due after one year		
Mortgage due after one year	(1,232,195)	(1,473,675)
Net assets	<u>10,438,546</u>	<u>10,424,270</u>
<u>Represented by</u>		
Surplus/(Deficit) for the year	14,280	407,473
Reserves brought forward	10,424,270	10,016,801
Capital Funding – Department of Health	0	0
Accumulated Fund	<u>10,438,546</u>	<u>10,424,270</u>

Budget 2021 cash flow statement

	Budget 2021 €	Forecast 2020 €
Cash Flows from Operating Activities		
Excess income over expenditure	14,280	363,755
Depreciation and impairment of fixed assets	773,967	462,882
(Increase)/Decrease in receivables	0	(17,185)
Increase/(Decrease) in payables	1,167,849	(1,821,463)
Deposit interest received	(750)	(75)
Bank interest paid	6,158	6,190
	<u>1,961,504</u>	<u>1,005,896</u>
V8		
Cash Flows from Investing Activities		
Payment to acquire property, plant and equipment	(829,809)	(936,035)
	<u>(829,809)</u>	<u>(936,035)</u>
Cash Flows from Financing Activities		
Bank interest received	750	75
Bank interest paid	(6,158)	(6,190)
Mortgage repayments	(241,480)	(241,877)
	<u>(246,888)</u>	<u>(247,992)</u>
NET INCREASE/(DECREASE) IN CASH	(884,807)	(2,189,928)
Cash and Cash Equivalents at the start of the year	4,023,185	6,213,114
Cash and Cash Equivalents at the end of the year	<u>4,907,992</u>	<u>4,023,185</u>

Appendix 2: Our mission and values

Our mission and values

We are an independent body that exists to protect the public and the integrity of the practice of the professions we regulate.

Our vision is to provide leadership to registered nurses and registered midwives to deliver safe care through innovative and proactive professional regulation.

Our mission is to protect the public and the integrity of the professions of nursing and midwifery through the promotion of high standards of education, training and professional conduct.

Our values are:

- **Transparency:** We share information about our work and accept responsibility to efficiently use organisation resources, improve our systems and help our registrants deliver safe and effective patient care.
- **Trust:** We act with honesty and integrity, not compromising the truth.
- **Leadership:** We lead by example that is, doing the right thing for the right reasons and not compromising core principles.
- **Respect:** We treat our stakeholders with mutual respect and sensitivity. We respect all individuals and value their contributions.
- **Equality and fairness:** We strive for equality and fairness in our dealings with registrants, members of the public and organisations.

Appendix 3: Organisational structure

Our Board comprises of 23 members with a lay majority of 12. There are eight elected members. All Board members act in a non-executive capacity.

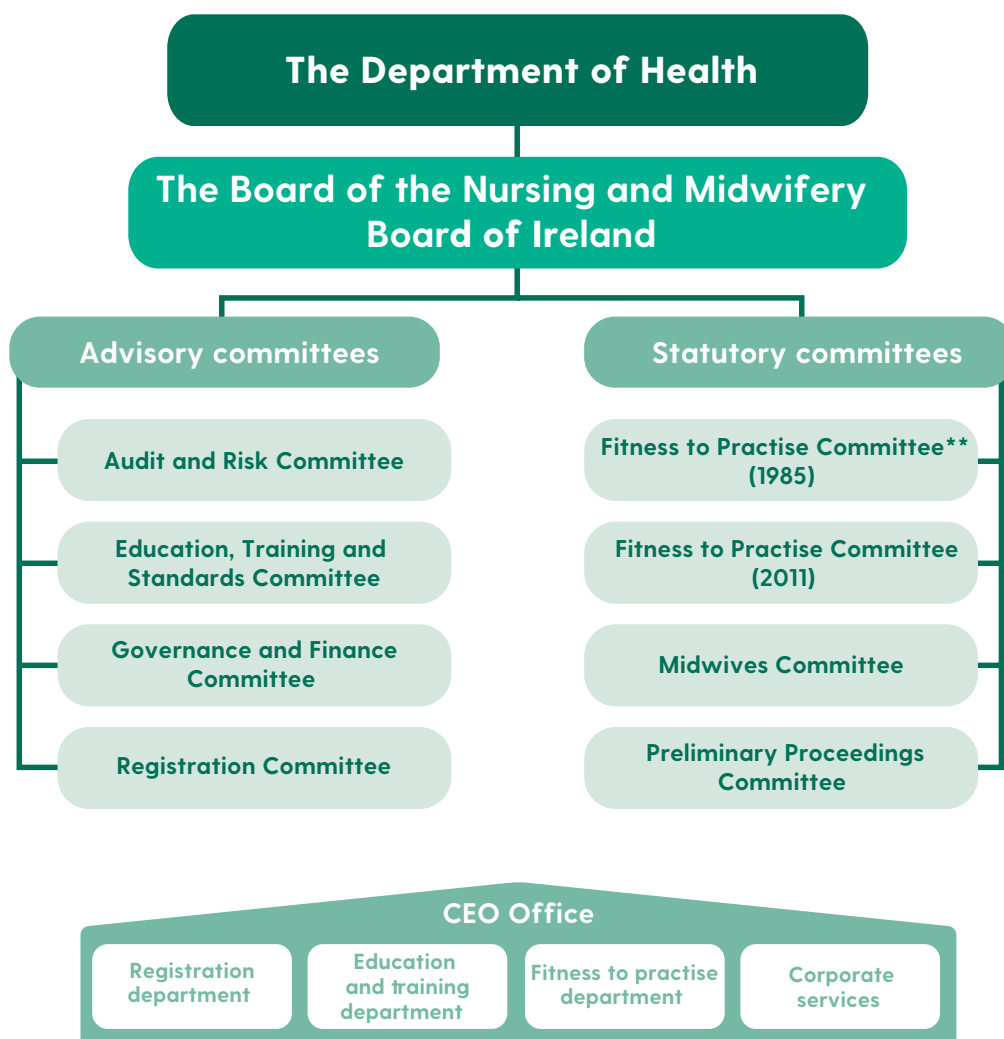
Our Board sets our overall strategy and governance arrangements. Our Chief Executive Officer is accountable to the Board for delivery. Our Chief Executive Officer is supported by a senior management team.

A number of committees have been established under the Nurses and Midwives Act 2011 to support the Board in its work:

- **Fitness to Practise Committee** was established under the Nurses Act, 1985 to inquire into complaints made prior to the commencement of the 2011 Act.
- Fitness to Practise Committee was established under the 2011 Act to inquire into complaints referred by the Preliminary Proceedings Committee considered to warrant further action.
- **Preliminary Proceedings Committee** was established under the Nurses and Midwives Act 2011 to consider all complaints made and determine whether there is sufficient cause to warrant further action.
- **Midwives Committee** was established under the 2011 Act to provide advice to the Board in relation to midwifery practice.

Our Board has established a number of Advisory Committees to assist it in its work in the following areas:

- **Audit and Risk Committee:** This committee's function is to monitor the effectiveness of financial management and control, risk management and internal audit.
- **Governance and Finance Committee:** This committee ensures that our systems of governance and financial planning and resourcing are effective.
- **Registration Committee:** This committee oversees and provides strategic direction to the registration function as set out in the Nurses and Midwives Act 2011. The committee advises the Board on all matters relating to registration and recognition of qualifications gained outside the State.
- **Education, Training and Standards Committee:** This committee advises and makes recommendations to the Board in relation to all issues pertaining to the education, training and standards function of the Board in accordance with the provisions of the Nurses and Midwives Act 2011 (Part 10).



Our internal organisation structure reflects our statutory functions as set out in the Nurses and Midwives Act 2011. These are currently supported by four directorates based on these statutory functions. Each directorate is led by a director who reports to the Chief Executive Officer. The directors are not members of our Board. The title reflects an executive leadership role within NMBI.



Bord Altranais agus
Cnáimhseachais na hÉireann
Nursing and Midwifery
Board of Ireland

Nursing and Midwifery Board of Ireland (NMBI)

18/20 Carysfort Avenue | Blackrock | Co. Dublin | A94 R299

T +353(0)1 639 8500 www.nmbi.ie