Council

Date of meeting:	**08 December 2016**
Title of Paper:	**Strengthening the Royal College Agenda**
Appendices:	**Appendix A – timeline for implementation of changes**
Presented by:	**Dame Donna Kinnair, Director of Nursing Policy and Practice**
Is a decision required? Yes ☐ No X☐	

1.   Purpose

1.1.   This paper addresses both the intention and the progress to date in strengthening our Royal College function, as undertaken within the Nursing Policy and Practice Directorate.

2.   Detail

2.1.   Context:

- The RCN has had a dual role as both a professional nursing organisation and a trade union since 1976. Whilst this led to criticism of our structure in the Francis Report (2012)[1], we have the agreement of our members that the relationship between our trade union and professional functions makes us a stronger organisation (RCN 2013)[2].

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[1] *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry.* Available from: http://webarchive.nationalarchives.gov.uk/20150407084003/http://www.midstaffspublicinquiry.com/report

[2] RCN (2013) *Response of the Royal College of Nursing to the Francis Report.* Available from: https://www.rcn.org.uk/professional-development/publications/pub-004476

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- However, we have been subject to criticism in recent times about our professional body function (such as Andrew Lansley's criticism in 2012[3]) and, with the demise of the RCN Institute, the focus on some of these functions has been less high profile.

- Our Royal Charter requires us "*to promote the science and art of nursing and education and training in the profession of nursing*" and this is reflected in statements within the RCN strategic plan and Council priorities. There is an explicit statement within the themes identified by the Executive Team for 2017 to strengthen the Royal College position.

- The Council Review compliments the work to strengthen the Royal College function through the new approaches to committee structures, particularly in reference to NPPC.

- The emerging commercial strategy is also informing our approach.

- This work is being undertaken at time with the pace and scale of external change is significant and very unlikely to slow down; as a result our existing and future nursing community faces serious challenges which we need to appraise and respond to appropriately with our Royal College voice.

2.2.   Vision for Royal College function:

- The ambitions of a Royal College are generally perceived as:

2.2.1. To drive up standards of care

2.2.2. To drive up standards of education across the UK

2.2.3. To influence policy in the UK and globally.

2.2.4. To be the voice of nursing – the go to place for advice on nursing issues.

- For the Royal College of Nursing, this translates to driving up standards of nursing care and nursing education and to influence health and nursing policy. (It must be noted that the regulation of standards for nursing education for pre-registration and some post registration courses sits with the Nursing and Midwifery Council).

- We also need to ensure that we work with nursing internationally and benchmark our work in the UK with international best practice.

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[3] Smith, R (2012) The Telegraph online. Available from: http://www.telegraph.co.uk/news/health/news/9025115/Royal-College-of-Nursing-nothing-more-than-trade-union-Andrew-Lansley.html

- The RCN corporate vision (the long range idea that drives an organisation) is to be the voice of nursing. The Nursing Policy and Practice Directorate is developing its vision statement, which is currently 'To shape and support excellent nursing practice and policy'. (The role of education and evidence are implicit within this).

2.3.   Implementation:

- The NPP Directorate consists of two departments (Nursing and Policy, parliamentary and international), supported by a Business unit.

- Achieving our ambition to further build our professional Royal College profile has required a review of priorities and ways of working. Following a very successful away day with Directorate staff in September 2016, we are addressing the changes we need to make to transform the culture in the Directorate and to ensure we use our resources to deliver high impact work more cohesively and at pace.

- To identify and establish how the Directorate needs to begin to change we have undertaken activity mapping across both departments. This is helping us to reprioritise and refocus as we create and design new activity to achieve our core priorities, and also to stop or "re-home" aspects of activity, where appropriate. It has also facilitated us to recognise good practice and outputs that we can inform our future work.

- We have identified the approach we are taking to implement change, working collaboratively across all grades of staff to support and promote ownership to drive this through. This methodology is embedded in a project management approach (which builds on successful use of this way of working in delivering our leadership offer and the credentialing work):

2.3.1. To understand priority issues

2.3.2. To identify the change we want to see

2.3.3. To determine the influencing method

2.3.4. To plan how to do this, including setting measures

2.3.5. To deliver activity

2.3.6. To evaluate outcomes and apply learning

- The timeline for this to commence is outlined in Appendix A.

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- To implement change requires the development of existing staff, clarifying functions, setting strategic priorities and introducing new ways of working. This takes time, expertise and commitment and we are working closely with our HR colleagues to support staff and ensure we continue to deliver current work as we implement change.

2.4.   Whilst recognising that priorities might change, our high level Operational plan objectives for 2017 reflect current and future work to:
- Support a national framework for career development and progression for registered nurses and the nursing health care support workforce (*e.g. credentialing of advanced level practice*)
- Support service development and service improvement (*development and implementation of a model for service reviews*)
- Promote professional learning and development in the art and science of nursing (e.g. *ongoing development and delivery of Leadership programmes; scoping of educational offer for HCSWs, including planning for all our HP members to have a requirement of a minimum education standard for membership, (such as care certificate*)
- Develop a comprehensive stakeholder engagement and management plan (*e.g. better harnessing of expertise within Forums and alignment of work with our priorities*)
- Identify professional opportunities and gaps in the market for product and programme development to meet the needs of a range of sectors and settings (e.g. *development of a cohesive narrative and offer around nursing in the Care Home sector*)
- Advocate for the nursing community with key influencers and decision-makers (e.g. *mapping key structures, organisations and relationships where our memberships views and priorities need to be represented)*

2.5.   To enable these to become realised, there is further infrastructure which we need to develop. For example:
- We continue to explore vehicles for delivery of our educational offer (including technology platforms) and we may wish to revisit the implementation of our degree awarding powers.
- We are working with RCNi to migrate Learning Zone content to their Impelsys platform and to explore its wider potential for product delivery.
- We are working with HR and Partnership Forum to support development of the current Directorate workforce to deliver to future need.
- We need to develop our in-house capacity to generate compelling quantitative and economic analysis, with credible policy solutions, to help us gain traction around contentious and high-profile issues in a pressurised climate.
- We are working closely with our research arm (The University of Warwick) to ensure that our nursing research is relevant to and

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able to respond to policy initiatives and clinical practice. This contract is currently being retendered.

3. Resources, costs and implications

3.1. The work is planned to be delivered within current Directorate budget and resources.

4. Impact and/or risk assessments

4.1. Risk assessment and management is being undertaken thorough project management processes and reported and managed through the Directorate management team.

4.2. Impact and evaluation methodologies are being planned within the project management approach

5. RCN policies, procedures, Key Performance Indicators and strategic plan

5.1. The paper addresses a number of the Strategic Plan 2013-18 goals:

- Promoting excellence in practice
- Nursing development and education
- Shaping health policies
- An effective, value for money

6. Stakeholder involvement and member consultation

6.1. The communication of our message around strengthening the Royal College function is through both informal and formal approaches. The key messages have been shared with different stakeholder groups, including NPPC in November 2016.

7. Evaluation and review

7.1. This work will be monitored through the Operational planning process, NPPC and key projects also report to Future Nurse Future Workforce Programme Board.

8. Recommendations

8.1. Council is asked to note this information and offer comments or reflections on this work.

Author: Donna Kinnair

Input from: Stephanie Aiken

Head of Department/SMT/ET: Donna Kinnair

Email: Donna.Kinnair@rcn.org.uk

Appendix A

Timeframe for implementation of changes in activity:

Q4 2016	Q1 2017
Review all activity being undertaken	Collaboratively activity plan and assign budget
Map 2017/18 activity already committed	Stop or re-home activity no longer relevant
Set Directorate-wide priority outcomes	
Identify who is going to lead/support delivery	
Reflect these in individual appraisal objectives	

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