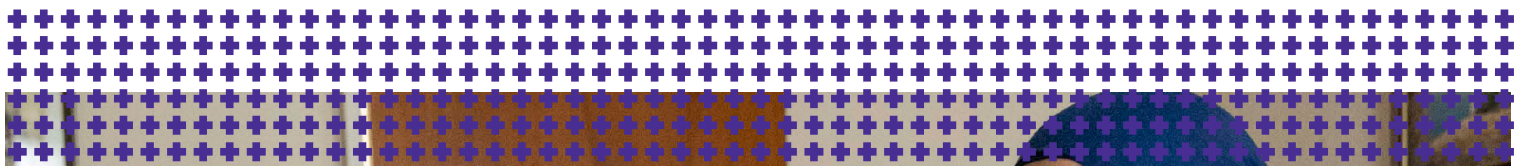


CHIEF EXECUTIVE

Recruitment Pack 2025



Welcome



Thank you for your interest in becoming the next Chief Executive of The Queen's Nursing Institute.

As Chair of the Council of Trustees, I am delighted to introduce you to this unique opportunity to lead the oldest nursing charity in the world.

In this brochure you will find more information about The Queen's Nursing Institute (QNI), our values, strategy and work, alongside details of this national role.

The Queen's Nursing Institute was founded by William Rathbone and Florence Nightingale more than 138 years ago to lead the development of community nursing in Great Britain and beyond.

Today the Queen's Nursing Institute is a modern, vibrant professional organisation acting as the independent voice of community nurses across England, Wales and Northern Ireland. The Institute is dedicated to improving the care of people in the home and the wider community by promoting excellent care for everyone, where and when they need it.

Our current strategy is based around 3 strategic priorities; influence, quality and voice. We work to influence policy and provide data and evidence through our International Community Nursing Observatory (ICNO). Our

growing network of Queen's Nurses and QNI Fellows are the cornerstone of our work to influence policy and drive quality and innovation.

Our work extends into major networks supporting both practitioners and clinical leaders as well as standard setting and innovative leadership programmes.





Importantly, we offer support for nurses promoting wellbeing for all community nurses, whether working or not, by listening and responding to their individual needs.

As Chief Executive you will be joining the QNI at an exciting and pivotal time as we seek to extend our leadership of community nursing.

We are keen to welcome applications from a broad range of community nursing backgrounds in our search for a Chief Executive with an excellent vision for both community nursing and the future of the Institute.

Since 2003, the Institute has been on a journey of transformation, growing in reach and reputation. That journey will continue, and we hope you are inspired to join us.

Kind regards

A handwritten signature in black ink, appearing to read 'John Unsworth', written in a cursive style.

Professor John Unsworth OBE
Chair of Council
The Queen's Nursing Institute

A message from our current Chief Executive



Thank you for your interest in becoming the next Chief Executive of The Queen's Nursing Institute.

The QNI is the oldest nursing charity in the world, with its origins in the Victorian era and its founders being William Rathbone and Florence Nightingale. The golden thread of high standards of education and professionalism, with a focus on innovation, learning and leadership has been maintained throughout our history.

In recent years, there has been significant growth, development and wider reach of these programmes of work, ensuring that the QNI has built a reputation as a contemporary professional organisation with excellent networks of nurses at every level of expertise, in all fields of practice in the community.

The QNI is a reflexive organisation which has throughout its history constantly evolved in accordance with the changing needs of society and the developments in nursing care. However, the focus on improving the health of the communities we serve as a family of community nurses continues to be a mainstay of our strategy and we work closely with stakeholders and partners in the delivery of all our programmes of work.

The Chief Executive role includes being a champion and leader of community nursing. Working with external partners is an important element of the role and provides an opportunity to influence the development of policies which impact on the people cared for by nurses in the community.



Equally important is the internal leadership of the Institute's talented team of nurses and professional support staff in the delivery of the annual business plan. Together, every member of the team provides a unique contribution to meeting the strategic goals of the Institute and maintaining our reputation for excellence in all that we do.



Leading the organisation at a time of rapid change in health and social care will be an exciting challenge for the new Chief Executive and one which will offer many opportunities for creativity in the growth and development of the Institute. Ultimately, this will continue to support improved care for the individuals, families and communities served by nurses in community settings.

The opportunity to apply to become the Chief Executive of The Queen's Nursing Institute happens on rare occasions only. The post has been advertised only twice in the last 20 years, and I was fortunate to be appointed to lead the Institute in 2012.

As the Chief Executive, I have always been mindful that the post holder is charged with significant responsibility as the keeper of the UK's most historical and precious nursing asset. But the Chief Executive is not alone in this work. The support and dedication of the Chair of Trustees and all the Council members, alongside robust and helpful challenge, will continue to be critical in the success of the Institute.

To hold the position of Chief Executive is both an honour and a privilege and I look forward to handing over the responsibility to the next Chief Executive and seeing the Institute grow and develop under their leadership.

A handwritten signature in black ink, appearing to read 'Crystal Oldman'.

Dr Crystal Oldman CBE
Chief Executive
The Queen's Nursing Institute

Who we are



The Queen's Nursing Institute was established under Royal Charter in 1887. The QNI remains a registered charity dedicated to improving the care of individuals, families and communities.

The Institute covers England, Wales, and Northern Ireland. Our former Scottish Branch, now a separate charity, the Queen's Nursing Institute Scotland covers Scotland.

Our work includes:

Running a wide range of networks including our network of Queen's Nurses who now number more than 3,000.

Setting standards for community nurse education in 9 fields of practice and accrediting University courses against those standards.

Funding projects designed to improve the care of individuals, families and communities and supporting nurses to develop their skills around innovation and dissemination.

Delivering a range of educational programmes, events, conferences and our leadership programmes to support emerging leaders and those moving into executive leadership positions.



Influencing government, policymakers and employers, and campaigning for investment into services.

Supporting nurses in times of financial need and those who need a listening ear both inside and outside of work.

Delivering a range of educational and support programmes for a growing number of organisational members.

Our work: facts & figures



ICNO	Our International Community Nursing Observatory (ICNO) produces data to support our policy influence and to monitor workforce changes and transformation.
Resources	Our Resources support practitioners, managers and educators with workforce transformation and to deliver the highest quality care.
Networks	Our Networks offer opportunities for professional development and the sharing of best practice across a wide range of specialisms. We have ten networks covering a range of specialisms from Long COVID through to the Community Nursing Research Forum.
Organisational Membership	Our Organisational Membership offers career development for rising stars, policy influencing programmes, monthly webinars and a community of practice around quality improvement. We have 17 organisational members with new organisations joining us all the time.
Leadership Programmes	Our Leadership Programmes are truly career changing for participants with more than 200 participants completing programmes since 2017.
Voice and Value	Our groundbreaking work on Voice and Value has supported nurses to influence services and policy locally and nationally.
Innovation Programmes	Our Innovation Programmes have supported over 400 projects since 1990.
Shadowing Scheme	Our innovative Shadowing Scheme has directly influenced policymakers, raising awareness of the value of investing in community nursing.
Senior Leaders	Our Community Nurse Executive and ICB Chief Nurses networks offer a safe space for senior leaders to share good practice, seek support and directly influence senior leaders in the NHS and beyond.

Our values



We believe high quality nursing should be available for everyone where and when they need it.

Our values:

- ✦ **Excellence:** in nursing, supported by innovation and evidence
- ✦ **Inclusivity:** promoting and valuing equality and diversity in all that we do
- ✦ **Partnership:** with people, organisations and policy makers, ensuring individuals, families, carers and communities are at the heart of all we do.
- ✦ **Independence:** using data and intelligence to provide an independent voice.
- ✦ **Advocacy:** championing the unique contribution of all community nurses.
- ✦ **Legacy:** cherishing our history whilst supporting innovation and new ways of working.
- ✦ **Integrity:** living our values and challenging inequalities.



Our partners



The Chief Executive is responsible for maintaining relationships with our current and previous funders and partners.

The National Garden Scheme was originally founded by the QNI in 1927 and is now an independent charity raising funds for community nursing and health charities. The QNI has remained a beneficiary throughout the NGS' 98-year existence. NGS generous donations support us to maintain our Queen's Nurse and several other networks as well as supporting our Executive Leadership programme and our shared Elsie Wagg Scholarships.

Our other partners have included both statutory and charitable organisations including the Burdett Trust, NHS England, The RCN Foundation, and the DHSC.

In addition, we manage grants on behalf of the Company of Nurses and the Hertfordshire Community Nurses' Charity.

Finally, the Chief Executive is responsible for maintaining our relationship with our sister organisation – The Queen's Nursing Institute Scotland as well as the International Council of Nurses.



Our vision for the future



The QNI's vision for the future is to strengthen our support for all community nurses, championing best practice and seeking to influence policymakers.

As the next Chief Executive of the QNI you will be joining us at an exciting time in our history as we prepare for the future. While we will be developing a new 5-year strategy for 2026-2030 we will also be taking forward some major initiatives, including:

- ✦ Work to strengthen the 9 fields of community nursing practice.
- ✦ Growth in organisational membership.
- ✦ Work to illustrate the economic value of community nursing.
- ✦ Exciting organisational re-branding.
- ✦ Clarity around the size of the whole community nursing workforce.
- ✦ Affirming advanced level practice in community nursing.
- ✦ Our new centre for continuing professional development.



Role overview



The QNI Chief Executive role provides a unique opportunity to lead community nursing as well as shape the future of the Institute.

The Chief Executive acts as the figurehead of the Institute representing community nursing nationally and internationally. The post holder will lead the senior leadership team which brings together expertise from nursing, communications, policy, finance and governance, ensuring that the QNI has robust governance and meets its charitable objects.

The Chief Executive is the accountable officer for the Institute and reports, alongside colleagues from the senior leadership team to the Council of Trustees. Directly managed by the Chair of Council, the Chief Executive is responsible for the day-to-day running of the Institute and the development, in association with Trustees, of the strategic plan.

The Chief Executive has the following responsibilities:

- + Strategic organisation leadership
- + Organisational culture and team leadership
- + Partnership and stakeholder leadership
- + Financial and performance management
- + Governance and risk management
- + Communications and external engagement
- + People strategy

Equality, Diversity and Inclusion

As an organisation the QNI is committed to tackling racism and structural inequality in its own systems and processes as well as in the wider health and social care sector. Our Race, Equality and Inclusivity review undertaken in 2020 was the catalyst for our evolving action plan to become an anti-racist organisation. The Chief Executive is responsible for the oversight and the performance of the QNI in achieving this goal. In addition, applications for the Chief Executive and other roles are welcomed from under-represented groups, and we expect all applicants to demonstrate a sustained commitment to tackling racism and inequality.

Role overview



We are seeking an individual who is:

Dynamic – who will assist us to take the Institute forward into the next phase with the drive and commitment to address challenges and speak truth to power.

Inspiring – who can inspire confidence in community nurses, leaders and policymakers. An authentic leader who lives the QNI’s values.

Strategic – who can drive incremental and sustainable organisational development in keeping with the QNI strategic plan. Sustaining a culture which enables innovation and challenge.

Inclusive – who can ensure that the Institute is inclusive of all community nurses irrespective of field of practice, ethnic or cultural background. At the same time ensuring that the organisation as an employer is inclusive, fair and supportive of all staff.



Role profile



Job Description

Post title: Chief Executive

Responsible to: Chair of Council

Hours: Full time, permanent contract.

Salary circa £90K

Base: Central London

Aim of the post: Leadership of the QNI

The Chief Executive is responsible for the following:

Strategic Planning

- Work with the Chair of Council and Trustees to formulate and regularly review the organisation's mission and strategic plan.
- Develop an annual business plan, based on the strategic plan, and monitor annual plans and targets.
- Execute all Council decisions and report activity and performance outcomes quarterly in a formal report to the Trustees.
- Ensure that the Institute has the resources (human, material and financial) to operate effectively.

Leadership

- Provide inspirational and visionary leadership, which fosters a culture of collaboration, innovation and excellence.
- Enable the Institute to articulate its aim and values; ensure that these are consistently applied across the charity.
- Support the leadership team to develop in their respective roles while maintaining the reputation of a highly performing charity with a culture of care and unconditional positive regard.
- Promote the Institute, representing the charity effectively to external stakeholders, and overseeing the charity's brand, image, and policy work.
- Maintain an HR system which maximises the potential of all members of the team and is in keeping with the mission and values of the Institute.

Role profile



Financial Management

- Provide oversight of the Institute's financial performance, working with the Head of Finance in budgeting and forecasting.
- Ensure all expenditure is within the budget and managed in accordance with income.
- Secure income to provide sustainability of all activity and the managed growth of the Institute in accordance with the strategic plan.

Stakeholder relations - external

- Build and maintain strong professional relationships with all stakeholders and funders, including the National Garden Scheme.
- Represent the Institute at all national advisory groups and meetings, ensuring a high profile for the professional voice of nursing in the community.
- Seek opportunities to expand and promote the role of the Institute.

Governance & Risk Management

- Proactively assess and manage risks, ensuring the Institute's long-term stability and continuing success.
- Ensure that the Institute meets all legal and constitutional obligations as a national charity.
- In the leadership and management of the Institute, ensure a working knowledge of charity law and governance, employment law, human resource management, communications, information technology and fundraising. Secure expert advice where this is unavailable within the Institute's team or Council.

The chief executive is expected to carry out all such additional duties as are reasonably commensurate with the role.

Role profile



Stakeholder relations - internal

- Build a strong relationship with the Chair of Council and Trustees, fostering a culture of supportive challenge and visionary ambition.
- Work with the Chair to ensure that the Council receives appropriate advice and information on all strategic matters relating to Community Nursing in England, Wales and Northern Ireland.
- As agreed with the Chair, develop policy proposals for board discussion and decision.
- Support the Chair in ensuring the continued engagement and involvement of all members of Council.
- Monitor and advise on the composition of the board, its committees, and the process of trustee appraisal and development.
- Ensure an annual calendar of meetings of the Council and its committees is in place.
- Present an annual business plan and budget for approval by the Council.
- Attend and report to all Council and committee meetings, presenting papers as required and supporting members of the Senior Leadership Team in their presentations.

Person Specification



Theme	Criteria	Essential/ desirable	Assessment
Education and qualifications	Registered Nurse	E	Application
	Masters Level professional qualification	E	Application
	Doctoral Level qualification	D	Application
Knowledge and Experience	Significant experience in the delivery of nursing care in the community as a Registered Nurse	E	Application
	Leadership experience, including oversight of financial management, human resources and administration.	E	Application
	Excellent and demonstrable budgeting and financial skills.	E	Application & Interview
	A proven ability to manage operational teams	E	Application & Interview
	Knowledge and experience of risk management.	E	Application & Interview
	Understanding of good governance.	E	Application & Interview
	Experience in security of data and communications.	E	Application
	Experience of the Not for Profit/Charity sector.	D	Application & Interview
Proven success of submitting bids and managing contracts for grant funding.	D	Application & Interview	

Person Specification



Theme	Criteria	Essential/ desirable	Assessment
Knowledge and Experience	Demonstrable experience of developing and implementing new models of operating within an organisation.	D	Application & Interview
	Significant responsibility for and success in conducting contractual negotiations.	D	Application & Interview
Key Competencies & Skills	Highly developed interpersonal, team working and influencing skills, with a track record of building and maintaining effective working relationships with colleagues across functions as well as senior leadership, up to board level.	E	Application & Interview
	Excellent organisational skills, including the ability to effectively plan and deliver organisation or systems change projects.	E	Application & Interview
	Excellent communication skills, verbal and written.	E	Application & Interview
	Empathy for the ethos and culture of the charity and demonstrable interest and enthusiasm for its purpose.	E	Application & Interview
	Proven experience of identifying strategic issues in organisations and successfully addressing these.	E	Application & Interview
	Experience of identifying and implementing business change.	D	Application
	Proven excellence in management of a dispersed operational staff, leading and supporting them to achieve agreed goals.	D	Application

Person Specification



Theme	Criteria	Essential/ desirable	Assessment
Key Competencies & Skills	Demonstrable competency in strategic planning and business development.	D	Application
	Outstanding organisational and leadership abilities.	E	Application & Interview
	Excellent interpersonal and public speaking skills.	E	Application & Interview
	Aptitude in decision-making and problem-solving.	E	Interview
	Able to think strategically, with creativity grounded in pragmatism.	E	Application & Interview
	Strong organisational skills combined with excellent emotional intelligence to achieve goals through consensus.	E	Application & Interview
	Clarity of vision regarding the strategy and organisational objectives.	E	Application & Interview
	Verbal and numerical analysis and presentational skills, with the ability to reach incisive and grounded conclusions in excellent written and spoken English.	E	Application & Interview
	Attention to detail balanced with pragmatism.	E	Interview
	Sound and timely judgement in decision making, with limited time to consider all available options.	E	Interview
	Capable of adopting and applying The Queen's Nursing Institute culture, ethos, and style.	E	Interview
	Driven, energetic and energising in personal style.	E	Interview

How to apply



Applications should consist of a covering letter detailing how the applicant meets the role description and person specification (maximum four sides of A4) accompanied by an up-to-date curriculum vitae.

These should be submitted to the Chair of the Appointments panel by **Friday 14 February 2025 at 12pm** via email: Recruitment@qni.org.uk.

All applications will be acknowledged via email. Following short-listing, successful candidates will be invited to interview.

The first interview will be held online via MS Teams and the second, in person in London. Please hold both days. Ordinarily other dates are not available.

Interview online: Monday 24 February 2025

Interview in person: Monday 3 March 2025

Informal inquiries are welcome and can be made either to the Chair of Council or the current Chief Executive both via Christine Widdowson, christine.widdowson@qni.org.uk.

No recruitment agencies or executive search organisations should contact The QNI.



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Charity no.213128

Patron HM The Queen

