

candidate information pack



Chief Executive and Registrar



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01 foreword



Ron Barclay-Smith
Chair

Thank you for your interest in the role of Chief Executive and Registrar at the Nursing and Midwifery Council. This is a pivotal moment for our organisation and an exciting opportunity for an outstanding leader to help shape our work and culture.

As the regulator of nursing and midwifery professionals in the UK, our purpose is clear: to protect the public and promote high standards of care. We have one of the largest registers in the world, of over 800,000 professionals, whose commitment and expertise are fundamental to the wellbeing of people and communities across all four nations.

The NMC has faced a difficult period following the publication of the [Independent Culture Review](#) by Nazir Afzal and Rise Associates. The review found the need to establish a speak up culture and that there are colleagues at the NMC who have experienced racism and other forms of discrimination, as well as bullying and harassment. The review was also clear about the link between our culture and regulatory performance.

However, we have made progress since then including publishing our [culture transformation plan](#) which will guide how work as an organisation in the years ahead. We are also embarking on an ambitious programme to modernise how we regulate, with major reforms to our underpinning legislation coming in the next few years.

This is a chance to lead an organisation with a great purpose and to work alongside dedicated colleagues and stakeholders who want the NMC to improve and succeed so that safe, effective care is what people experience every day.

We are looking for someone with the vision, integrity and ability to inspire others and lead effective change. You will understand the critical role of regulation in protecting the public and promoting professionalism and you will be able to confidently navigate the fast-changing, complex environment of health and care.

If you share our commitment to protecting the public and advancing nursing and midwifery, we look forward to hearing from you.

02 about the NMC

Who we are and what we do

We are the independent regulator for nurses and midwives in the UK, and nursing associates in England.

Our vision is safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing.

As the independent regulator of more than 841,000 nursing and midwifery professionals, we have an important role to play in making this a reality.

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

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

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

Culture Transformation Plan

Following the publication of the Independent Culture Review in 2024, we have been working to shape our Culture Transformation Plan. The plan sets out a comprehensive three-year programme to build a positive, empowering and inclusive culture for its people, regardless of their background or characteristics. The new culture will be underpinned by a strong speak up and anti-racist ethos and a commitment to improve the experience for the public and nursing and midwifery professionals.

Culture transformation is the first pillar of the NMC's wider corporate plan for 2025-2026, which aims to win back trust and confidence in our ability to protect the public through the effective regulation of nurses, midwives and nursing associates. The work ahead won't be easy, however, the culture plan will be pivotal to successfully delivering our wider priorities.

Since joining the NMC in January, Paul Rees MBE, our Interim Chief Executive and Registrar, has prioritised enabling change that will:

- Empower managers to be better leaders
- Drive higher morale, better performance and improved outcomes
- Help the NMC to improve the timeliness of our fitness to practise casework
- Enable the NMC to better regulate and support nursing and midwifery professionals to deliver good care
- Improve employee experience, with colleagues enjoying working in an inclusive organisation where success is celebrated, poor performance is rooted out, and people can be themselves at work

Following extensive engagement with hundreds of NMC staff, Paul and the NMC culture transformation team have set out a plan based on quarterly activity across six pillars:

- Strong and effective leadership
- Values-based decision-making
- Embedding equality, diversity and inclusion (EDI)
- Ensuring psychological safety
- Enjoying work, and
- Regulatory fairness

With input from colleagues and stakeholders, we've set a plan in motion to deliver a new significant and sustainable culture based on the insights revealed from the Independent Culture Review. Read more [here](#)

Independent Culture Review - Reflection, accountability and action

Why we commissioned a review

An independent review of the NMC's culture has highlighted safeguarding concerns, and found that people working in the organisation have experienced racism, discrimination and bullying. We take this extremely seriously and will deliver a culture change programme rooted in the review's recommendations. We apologise and promise action. The NMC commissioned Nazir Afzal OBE and Rise Associates to carry out the review after concerns were raised about the organisation's culture, including racism and fear of speaking up. Over 1,000 current and former NMC colleagues, plus more than 200 panel members who sit on fitness to practise hearings, shared their lived experiences as part of the review. The NMC accepts the report's recommendations.

Safeguarding people involved in our processes

Our casework brings us into contact with members of the public, employers and professionals on our register, and we have a responsibility to recognise if anyone has any vulnerabilities that we need to consider.

We are expanding resources for our safeguarding team. We are increasing knowledge and training, alongside strengthening our operating procedures. This builds on work to better understand how we can improve our processes to reduce the impact and risk of harm to people.

Culture and regulation are intertwined

The independent report is clear about the link between regulatory performance and our culture. One affects the other and this has created a pressurised environment for our people, which has contributed to poor behaviours and concerning case outcomes in some areas. It has seriously undermined our collective efforts to reach quick, fair and safe decisions across all our casework.

We offer our sincere apologies to anyone involved in a case who has waited too long for a decision, or who hasn't been treated at all times with fairness and kindness – whether they are professionals on the register, employers or members of the public.

An organisation of multiple cultures

The review has held a mirror up to life at the NMC. At one point, it observes that two people passing each other in a corridor can have very different experiences of working here – some have had experiences of racism, discrimination and bullying, which come across vividly in this report. We apologise sincerely for what those colleagues have been through.

Senior leaders commit to doing better

Among the report's findings is a failure of senior leadership to rise to the challenges facing the NMC. Culture is shaped by what leaders tolerate. It's clear some people have behaved in completely unacceptable ways that should have been called out and tackled much sooner. We accept this has contributed to colleagues feeling uncomfortable or even unsafe to speak up, or unconfident that appropriate action will be taken if they do.

Our next steps

Change starts now with our full acceptance of the recommendations that Nazir Afzal and his team have identified. This acceptance marks a turning point for the NMC.

In addition to safeguarding, we've already started to address some of the other regulatory issues identified in the report, including in March 2024 our Council agreed a £30m investment in an 18-month plan to make a step change in fitness to practise. With a clear goal to reach decisions in a more timely and considerate way – we will ensure this takes account Nazir's findings going forwards.

03 our commitment to equality, equity, diversity & inclusion

equality, equity, diversity and inclusion

Our EDI Plan (2022 – 2025) sets out our aims for being an inclusive, effective regulator and employer. Our EDI Plan and all our work as a regulator and employer is underpinned by the legal duties set out in the Public Sector Equality Duty and Equality Act 2010.

We value the diversity of the people on our register and the public we serve and we have to ensure our processes are fair and accessible to them all. We've already come a long way but there's still a long road ahead of us.

We all have the right to be proud of who we are, to be respected, and to live our lives without fear of bullying, harassment or discrimination based on the colour of our skin, who we love, our religion or faith, whether we have a disability, our age, gender or any aspect of our background or who we are.

We encourage applications from all backgrounds.

During the application process we commit to making any reasonable adjustments you may need – for example, ensuring closed captions are available during interview. We can also provide this document in alternative formats, including as a Microsoft Word document and a Welsh language version.

If there are any additional options you would like to request, please inform us when you submit your application. We also offer reasonable adjustments on the job. Disabled candidates who meet the minimum criteria for the role are eligible for a guaranteed interview and can request this as part of their application.

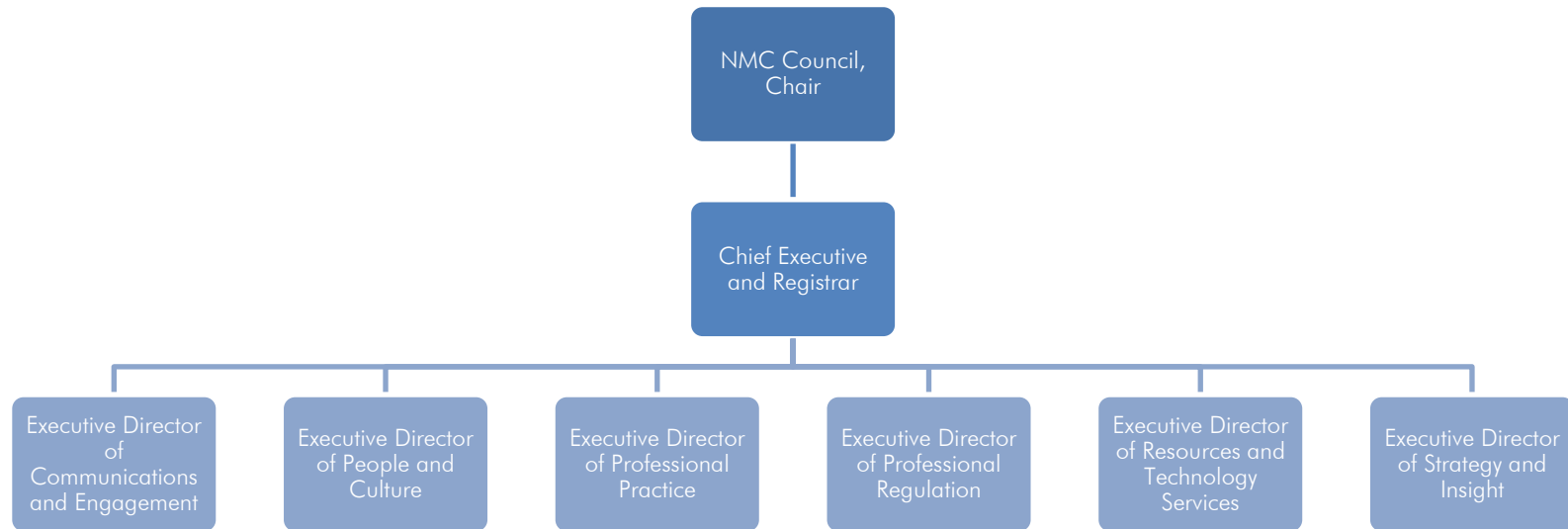
There should be no room for any kind of discrimination in the healthcare sector and in our organisation, and we're committed to working with partners to do everything in our power to tackle inequality and promote diversity and inclusion.

You can read the EDI plan in full [here](#).

04 organisation chart

organisation chart

Total NMC headcount = 1,339 staff



05 about the role

chief executive and registrar

Reporting to Chair, NMC Council

Role Purpose

As the Chief Executive & Registrar you are accountable for leading the Nursing and Midwifery Council, the independent regulator of more than 841,000 nurses and midwives in the UK and nursing associates in England.

You will be responsible for leading the organisation to deliver on its vision of safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing.

You will be held accountable for organisational performance and change in achieving the NMC's strategic priorities and for building engagement with registrants, the Council, external stakeholders and the NMC's staff by promoting trust, mutual respect and operating at all times with the utmost integrity.

What are we looking for?

We are looking for an exceptional individual who can lead the transformation of culture at the NMC responding to the Independent Culture Report.

The Chief Executive & Registrar will be responsible for radically improving all the NMC's regulatory functions to ensure we deliver effectively for both the public and the professions we regulate. As the Chief Executive & Registrar you will have key (but not sole) responsibility for liaising with the NMC's stakeholders.

Key Accountabilities

- You will lead and inspire NMC staff to deliver the best for the public they serve.
- Lead the NMC's regulatory functions through significant cultural change and improvement programmes to deliver on its core purpose to protect patients and people who receive services.
- Working in partnership with the Council, you will shape the NMC's future strategic direction and ensure delivery of strategic priorities.
- You will work collaboratively with stakeholders and partners to find innovative solutions to complex challenges.
- You will lead our engagement with ministers and senior officials across the four countries and professional leaders, educators and counterparts across the health sector.
- You will build credibility and inspire confidence across our multiple stakeholders and partners, as well as the public we serve.
- You will be a powerful and respected advocate for public protection and patient safety, defending the NMC's independence where necessary.
- You will be the lead spokesperson and ambassador for the NMC, presenting our views to the public, professionals and the media.
- As Registrar, you will have responsibility for securing the integrity of the register and be the ultimate decision-maker in complex and contentious cases.
- As Accounting Officer, you will be personally responsible for ensuring effective systems of governance and control are in place including financial control, value for money, propriety, regularity, openness and transparency and be accountable to Parliament for this.

06 role specification

Responsibilities

People management

- Provide visible and inspirational leadership and strategic direction and lead large operational areas to deliver on an improvement plan to raise productivity and quality of decisions.
- Lead a team through collective responsibility, ensuring there is an environment of debate, learning and leading, bringing expert voices into decision making, like clinicians for example.
- Provide excellent change leadership at both an operational and strategic level. under review and ensure that performance targets are met.
- Grow, nurture and develop leadership at all levels of the organisation by empowering colleagues, developing a learning culture and attitude towards risk management and decision making.
- Be respected on EDI and able to confidently lead on issues around our culture including by engaging diverse employees and stakeholders at all levels to develop an inclusive culture.
- Comply at all times with the requirements of health and safety regulations to ensure their own wellbeing and that of their colleagues.
- Promote and comply with NMC policies on diversity and equality both in the delivery of services and treatment of others.
- Ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity in accordance with the provisions of the Data Protection Act 1998 and its amendments.
- Comply with NMC protocols on the appropriate use of telephone, email and internet facilities.
- Comply with the principles of risk management in relation to individual and corporate responsibilities.
- Comply with NMC policies and procedures as compiled on the organisation's intranet.
- This job description is not exhaustive and as such the post holder is expected to be flexible. Any changes will only be made following a discussion with the post holder.

There are a number of standard duties and responsibilities that all employees, irrespective of their role and level of seniority within the NMC, are expected to be familiar with and adhere to.

role specification

Person Specification

Desirable Criteria

- Demonstratable evidence of a track record in leading the delivery of improved services to people/ the public.
- Experience and an excellent understanding of operating in a regulatory environment.
- Experience of working in the health and social care sector.

Qualifications and experience

- Success as a very senior executive in a similarly substantial and complex organisation. This should include direct involvement in the development of strategy, policies, planning and operational effectiveness.
- A clear track record of managing, developing and motivating people through change and improvement.
- Demonstrable track record of building credibility and strong relationships with a diverse range of stakeholders at all levels and in a complex sector.
- Experience of operating at Board level and leading diverse senior leadership teams.
- Experience of leading a large operational setting and fostering the right balance of risk, innovation, productivity and learning that operational improvement requires.

Knowledge, skills and abilities

- Visible, motivational and inspirational leadership skills.
- Excellent communication, influencing and negotiation skills that enable you to engage a broad range of stakeholders at all levels and build strong, productive relationships.
- Sound judgement with the ability to think strategically, act decisively and resolve complex problems by using a range of data.
- Capable of delivering at pace to challenging timescales.
- Willingness to be held to account for both success and failure, and to hold others to account for the same.
- Determination to achieve high standards of excellence, and stimulate others to do the same.
- Resilient and confident under pressure and able to operate in an environment of uncertainty/change.
- Integrity and a strong commitment to openness, honesty and inclusiveness. Listens and encourages honest and open discussion throughout the organisation to inform decision making.
- Excellent political awareness and sensitivity.
- Intellectual flexibility to move easily between significant detail and the strategic picture.
- An absolute commitment to patient safety and public protection.

how to apply

Applications must be submitted by **23:59 on 01 June 2025**. Applications received after this date may **not** be considered. Please send a copy of your CV, a supporting statement (no longer than 2 pages) highlighting how you meet the key criteria as outlined in the pack to applications@audeliss.com and include "NMC CEO" as the subject line of your email.

You will also need to complete the diversity monitoring form linked below:

1. **Curriculum Vitae** (maximum 2 pages). Include your education, professional qualifications, and full employment history.
2. An accompanying **Supporting Letter** (maximum 2 pages). Please tailor setting out your suitability for the role and how you meet the Selection Criteria. We suggest you use specific examples to demonstrate how you meet the Criteria. Please also include the details of two referees who we could contact should you be successful after interview stage
3. **Application Form and Diversity Information**. Diversity Monitoring Form linked [here](#). You should declare any potential issues including conflicts of interest (perceived, potential or actual), this includes your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment to the NMC, or cause public confidence in the appointment to be jeopardised. The panel will explore your declarations during the interview process. Failure to disclose such information could result in an appointment either not being made or being terminated.
4. **Biography**. Please could you provide as part of the application form a short biography that you would be happy to be shared with the panel. (max 250 words). This information will not be assessed, the panel will assess your suitability using your CV and Covering Letter. Please provide a brief career history set out as follows: your name; current or most recent role(s); board appointments (if any) and any highlights or significant achievement.

We are unable to process incomplete applications so please ensure you include all requested documentation when you apply.

07 timeline

timeline

Our recommended timetable is below outlining the key dates and actions for the project

Suggested Dates	1. Role Live
8 th May – 1 st June	<ul style="list-style-type: none"> Role to be advertised
	2. Candidate Qualification
1 st June	<ul style="list-style-type: none"> Advert closes at 23:59
w/c 2 nd June – w/c 9 th June	<ul style="list-style-type: none"> Audeliss interview prospective candidates
	3. Candidate Shortlisting
w/c 16 th June	<ul style="list-style-type: none"> Shortlisting meeting to agree candidates to be invited for formal interview (Audeliss and NMC) Candidates invited to the shortlist will be offered an optional, informal discussion with an NMC Council member to discuss the role further.
	4. Client interview Process
w/c 23 rd June	<ul style="list-style-type: none"> Staff Stakeholder Panel (via MS Teams) and External Stakeholder Panel (via MS Teams)
w/c 30 th June	<ul style="list-style-type: none"> A values-based interview conducted by the HR team One-hour final interview with the selection panel
	5. Final stages
w/c 7 th July	<ul style="list-style-type: none"> Offer made to candidate. References completed Start date confirmed
w/c 21 st July	<ul style="list-style-type: none"> Appointment concluded

08 contact details

for enquiries

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