



Appointment of Executive Director of Strategy and Insight

March 2025

QAQZD

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Welcome from our Chief Executive and Registrar

We are recruiting an Executive Director for Strategy and Insight for the Nursing and Midwifery Council at a difficult time for the organisation. The Independent Culture Review by Nazir Afzal and Rise Associates has shone a spotlight on our culture and held up a mirror to life at the NMC. It makes very difficult reading. But we have accepted all its recommendations and are clear this will be a turning point for the NMC.

Both Council and the Executive Board are committed to eradicating the unacceptable behaviour that the Review identifies within the NMC, and to ensure that there is zero tolerance for racism, sexism, bullying and harassment. We will also work more effectively to reduce our Fitness to Practise caseload, to deal with all referrals in a more timely fashion while ensuring that we do so safely, and to do this in a way that reduces the levels of stress imposed on nursing and midwifery professionals, and members of the public, going through our processes – and on our colleagues who administer them. We have committed to a dedicated programme of work to deliver this and to transform our culture.

As a key member of the Executive Board, you will play a pivotal role in ensuring we remain a values-driven, inclusive, and high-performing

organisation. You will help lead the cross-NMC culture transformation and are expected to role model excellent behaviours.

This is an opportunity to have a tangible impact on the NMC and our important regulatory work through the shaping of our future strategy and delivering high-quality policy, thinking, analysis and insight. You will support management of the NMC's external partners and stakeholders including the Department for Health and Social Care, Professional Standards Authority

This is the ideal role for a candidate who is passionate about providing high-quality insight and analysis, strategy and policy. If you have the vision, experience and motivation to lead the NMC forward, I look forward to hearing from you.



Paul Rees MBE
NMC Interim Chief Executive and Registrar



About the Nursing and Midwifery Council

The Nursing and Midwifery Council (NMC) is the independent regulator of more than 841,000 nursing and midwifery professionals, and nursing associates in England.

We are a statutory public body accountable to Parliament through the Privy Council.

The Professional Standards Authority for Health and Social Care (PSA) oversees our work and reviews our performance each year. We are also a Charity registered with the Charity Commission in England and Wales (1091434) and in Scotland with the Office of the Scottish Charity Regulator (OSCR) (SC038362).

As a statutory public body, we are bound by the Public Sector Equality Duty which includes our commitment to eliminate discrimination and promote equality of opportunity in our work and for our colleagues. As a public body, regulator and employer we must adhere to the Equality Act

2010 when carrying out our statutory functions including in relation to our fitness to practise processes.

Our role and objectives

Our statutory objectives, which are also our charitable objectives, are set out in the Nursing and Midwifery Order 2001 (as amended).

Our overarching objective is the protection of the public by:

- Protecting, promoting and maintaining the health, safety and wellbeing of the public;
- Promoting and maintaining public confidence in the nursing and midwifery professions; and
- Promoting and maintaining proper professional standards and conduct for members of the nursing and midwifery professions.

Corporate Plan 2024-26

We've set out five reprioritised areas of work for the next two years, focusing on the most significant risks to our work. This includes progressing fitness to practise decisions in a timely and sustainable way that keeps people safe.

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

How we regulate

Our core role is to **regulate**. We set and promote high education and professional standards for nurses and midwives across the UK, and nursing associates in England and quality assure their education programmes. We maintain the integrity of the register of those eligible to practise. And we investigate concerns about professionals – something that affects very few people on our register every year.

To regulate well, we **support** nursing and midwifery professionals and the public. We create resources and guidance that are useful throughout professionals' careers, helping them to deliver our standards in practice and address challenges they face. We work collaboratively so everyone feels engaged and empowered to shape our work.

common concerns, share our data, insight and learning, to **influence** and inform decision-making and help drive improvement in health and social care for people and communities.

Our Vision

Safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing.

The Culture review highlights the very different experiences of working at the NMC and that some colleagues have had experiences of racism, discrimination and bullying. Together with our colleagues, we are striving to become an organisation where all colleagues enjoy their roles and feel proud to work in a safe and inclusive environment at the NMC.

Our values and behaviours shape our culture, influencing the work we do and how we do it.

Our values are important to us. They guide the way we behave, individually and together, and give us a firm foundation to promote excellence in nursing and midwifery for the benefit of the public. We've aligned these to our strategic aims. Each value is crucial, but their real strength comes from how they work together.

We are fair

We treat everyone fairly. Fairness is at the heart of our role as a trusted, transparent regulator and employer.

We are kind

We act with kindness and in a way that values people, their insights, situations and experiences.

We are collaborative

We value our relationships (both within and outside of the NMC) and recognise that we're at our best when we work well with others.

We are ambitious

We take pride in our work. We're open to new ways of working and always aim to do our best for the professionals on our register, the public we serve and each other. We are all responsible for upholding these values in our own and our colleagues' behaviour. Everyone we work with – whether they're a colleague, a professional on our register, a member of the public or someone else – will see these values through the way we behave.

Our commitment to equality, equity diversity and inclusion (EEDI)

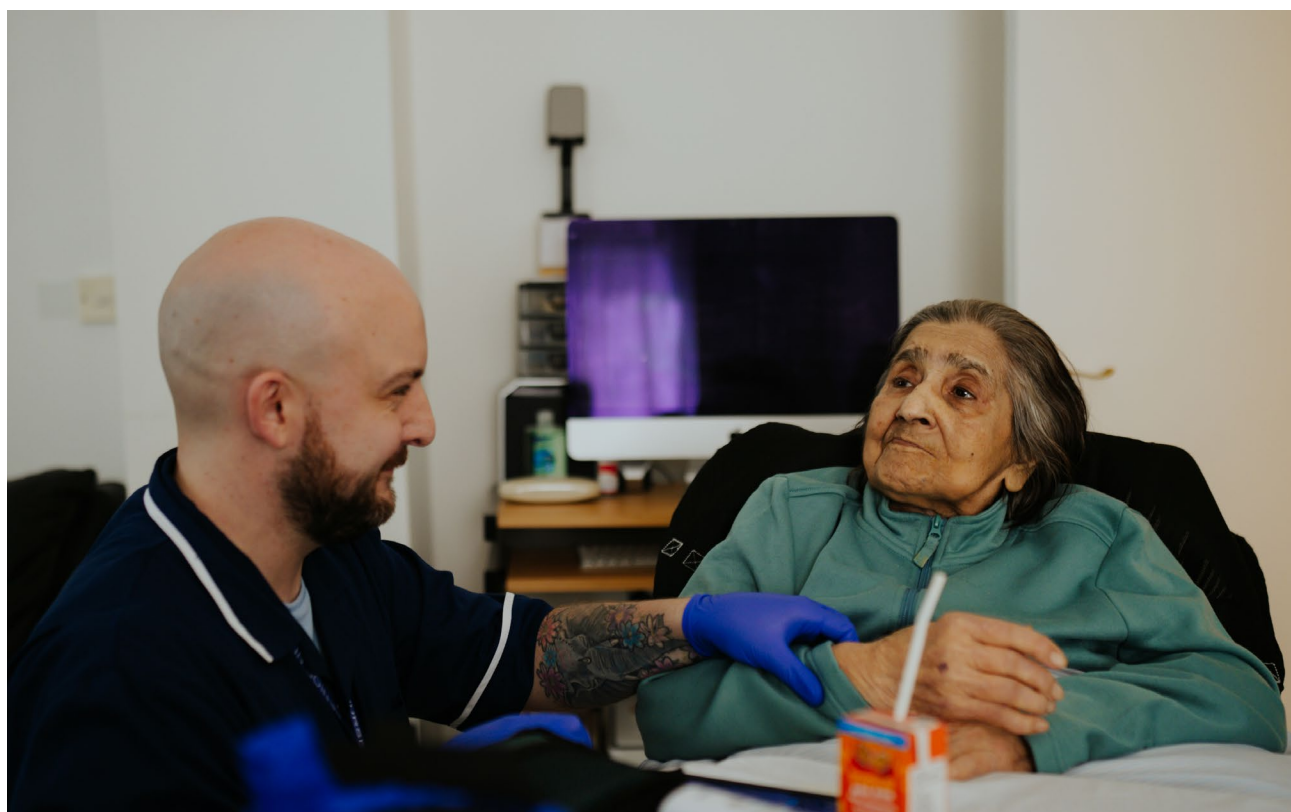
Our Equality, equity, diversity and inclusion plan (2022 – 2025) sets out our aims for being an inclusive, effective regulator and employer. Our EEDI Plan and all our work as a regulatory and employer is underpinned by the legal duties set out in the Public Sector Equality Duty and Equality Act 2010.

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 made a start, 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 equality, equity, diversity and inclusion.

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





About the role

We're seeking a passionate and experienced individual to lead our Strategy and Insight directorate. The purpose of the role is:

- To provide strategic leadership of high-quality insight, thinking and analysis, that is delivered at pace, to assist the NMC to regulate well and to help inform the thinking and positioning of the organisation.
- To lead the development and implementation of our corporate strategy and policy, and the implementation and prioritisation of deliverables to meet the NMC strategic aims.
- To provide leadership and direction, in line with the NMC values and behaviours, to all colleagues in the Strategy and Insight directorate, and act as a role model and senior leader across the NMC.
- As a member of the Executive Board, to take collective responsibility for the delivery of the NMC strategy and statutory responsibilities, and leadership of the NMC, as well as the embedding of equality, diversity and inclusion.
- To role model excellent behaviours in line with our values-based approach and our behavioural framework – and to proactively help ensure a sense of unity and team on the Executive Board, as well as helping to lead the cross-NMC culture transformation.

Key accountabilities

Functional responsibilities

- To role model excellent behaviours in line with our values-based approach and our behavioural framework – and to proactively help ensure a sense of unity and team on the Executive Board, as well as helping to lead the cross-NMC culture transformation.
- Working in collaboration with key external and internal stakeholders, to lead the formulation of a vision and strategic plan for the NMC.
- To lead the research and analysis required to inform the development of corporate strategy and implementation plans, to ensure there is a sound evidence base and that equality, diversity and inclusion are at the heart of the future strategy.
- To ensure that the work of the department is delivered at pace and in a dynamic fashion.
- To ensure that the NMC leads professional regulatory best practice by identifying, testing and supporting the implementation of innovative and inclusive approaches that promote safe, effective and person-centred care, and by providing direction and sponsorship for the regulatory reform programme and other legislative change.
- To proactively horizon scan across the health and social care sector and other disciplines, anticipating the impact of future changes in regulation and the health and care environment to inform future NMC strategy, corporate plans and policy.
- To influence senior colleagues within the NMC and partner agencies in the development of future strategies for regulation.
- To lead on strategies to use data and intelligence from within the NMC and across the external environment, to inform and manage regulatory risks and policy, and drive innovation.
- To lead on policy development and maintenance to ensure a robust framework for regulatory activities, responding effectively to risk and change.
- To deliver internal strategic consultancy to support strategy, operational and policy projects.
- To provide capacity and capability for responding at pace to a wide range of strategic policy issues and act as advisor to the Chief Executive and Registrar, Chair and Council.
- To work closely with colleagues across the NMC to inform internal learning and external influence.
- To support the management of the NMC's relationships with the Department for Health and Social Care, Professional Standards Authority, and other key strategic external partners ensuring appropriate engagement and influence.

Leadership responsibilities

- To provide visible, inclusive leadership and direction to teams in the Strategy and Insight directorate, delivering strong staff engagement and effective, supportive performance management.
- To lead effective directorate planning, aligned with the NMC strategic plan, and ensure delivery against budgets, KPIs and timescales.
- To put in place and ensure robust monitoring and tracking of the department's outputs to help ensure the efficacy of what is being delivered.
- To put in place and ensure robust monitoring of effective risk management for all aspects of the directorate's operations.
- To keep abreast of legislation, guidance and other changes, ensure that Council and Executive Board are advised, and lead any operational changes that result.
- To ensure that our Strategy and Insight work is delivered in a way that is efficient, using NMC resources wisely.

Shared Executive responsibilities

- As a member of the Executive Board, share collective responsibility for making the NMC a high-performing, and inclusive organisation and act as a role model for colleagues.
- To contribute to the implementation of the NMC strategy, and contribute to the effective leadership and performance management of the NMC and its portfolio of change.
- To play an active role in the corporate governance of the NMC, supporting the Chief Executive and Registrar, Executive Board, Chair and Council in good decision making and effective accountability.
- To engage with external stakeholders, acting as an ambassador for the NMC, and building effective relationships and influencing across the healthcare sector.
- To take the lead engagement role on behalf of the Executive Board for specific stakeholder groups as agreed.

Standard responsibilities

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.

- 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 including equality, diversity and inclusion 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 General Data Protection Regulation and the Data Protection Act 2018.
- 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.

People leadership

- Provide strong leadership and direction to empower and enable a high performing team.
- Facilitate and support the teams to enable them to achieve the department or directorate's objectives.
- Provide consistent performance management by providing regular feedback, conducting formal reviews, and identifying and addressing business-focussed training and development needs through NMCs 'Ambitious Appraisals' programme.
- Manage issues relating to conduct and capability, ensuring that such issues are dealt with in a focussed and timely manner.

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.



Person specification

Essential

- Senior level regulatory experience with a deep understanding of the regulatory sector and ideally, the context in which the nursing and midwifery professions operate.
- Substantial experience of working at a senior leadership level in a high profile, complex organisation.
- Proven track record of building and maintaining strategic relationships and partnership working both internally and externally.
- Strong leadership skills, and proven ability to build, lead, motivate and empower diverse teams delivering multidisciplinary and complex services.
- Proven track record in developing strategic and operational plans, managing budgets, and delivering against people, operational and financial resource plans.

- Excellent communication and influencing skills including the ability to communicate with confidence and clarity on complex issues to the media and other external stakeholders.
- Experience of leading large teams and organisations through significant cultural change by developing clear plans and approaches.
- Ability to think critically and analytically to draw sound conclusions based on complex information.

Desirable

- Experience of working with political and/or legislative bodies.
- MBA or similar postgraduate management qualification.
- Experience of working in a health or social care environment.



Person specification

Knowledge, skills and abilities

- Outstanding track record of building and maintaining highly successful relationships with senior stakeholders and working in partnership to deliver strategic outcomes.
- Ability to think critically and analytically to draw sound conclusions on the basis of complex data.
- Evidence of successful development and implementation of strategic plans.
- Excellent people leadership skills and proven ability to motivate, develop and hold to account diverse teams.
- Clear evidence of working effectively as a collaborative and supportive team member.
- Excellent financial acumen and proven ability to manage budgets and resources tightly and prudently.

Personal qualities

- Willingness to challenge underlying assumptions and the status quo. But understands their role in acting as a team and delivering for people.
- Highly developed communication and influencing skills.
- Resilient and self-confident to drive through change.

Additional information

Time commitment

This a permanent, full-time appointment.

Location

23 Portland Place, London, W1B 1PZ.
Occasional travel will be required, and you may be required to work from other NMC locations in Edinburgh and Stratford, London.

Flexible working

Hybrid and flexible working available
Secondments options are available

Reporting to

Chief Executive and Registrar

Remuneration

Salary band: c. £145,000 - £150,000

You will also be reimbursed for reasonable travel expenses incurred on NMC business, in accordance with NMC travel and expenses policy.

We are committed to ensuring we make any reasonable adjustments for travel and accommodation. This includes adjustments for those who are pregnant or disabled.

Conflicts of interest

All candidates will be asked to declare any conflicts of interest. This will be examined to see if an actual conflict exists.





How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the NMC on this appointment.

Candidates should apply for this role through our website at

www.saxbam.com/appointments using code QAQZD.

If you wish to apply for this position, please supply the following:

- A detailed CV, setting out your career history, with responsibilities and achievements
- A cover letter (maximum two sides of A4) highlighting your suitability for the role for which you're applying and how you meet the person specification. Please note that the cover letter is an important part of your application and will be assessed.
- Details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online diversity monitoring * form.

The closing date for applications is noon on Thursday 24th April. Applications will be sifted to create a longlist of candidates for further consideration.

* The diversity monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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