



**Appointment of**  
**Executive Director of People and**  
**Culture**

March 2025

QAQZC

# Contents

<b>3</b>	<b>Introduction / Letter from the Chief Executive and Registrar</b>
<b>4</b>	<b>About the NMC</b>
<b>7</b>	<b>The Role</b>
<b>9</b>	<b>Person Specification</b>
<b>10</b>	<b>Additional Information</b>
<b>11</b>	<b>How to Apply</b>

# Welcome from our Chief Executive and Registrar

We are recruiting an Executive Director for People and Culture 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.

You will play a lead role in this work by ensuring we take forward the findings and recommendations of the review and helping to deliver our culture

transformation. This is an opportunity to have a tangible impact on the NMC, our regulatory work and our culture transformation programme through your leadership of our people, culture transformation and EDI functions. As a key member of the Executive Board, you will play a pivotal role in shaping and delivering our strategy, ensuring we remain a values-driven, inclusive, and high-performing organisation.

This is the ideal role for a candidate who is passionate about driving organisational transformation. You will lead on people, culture and EDI at a strategic level and have the unique opportunity to make a significant impact on the NMC.

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)

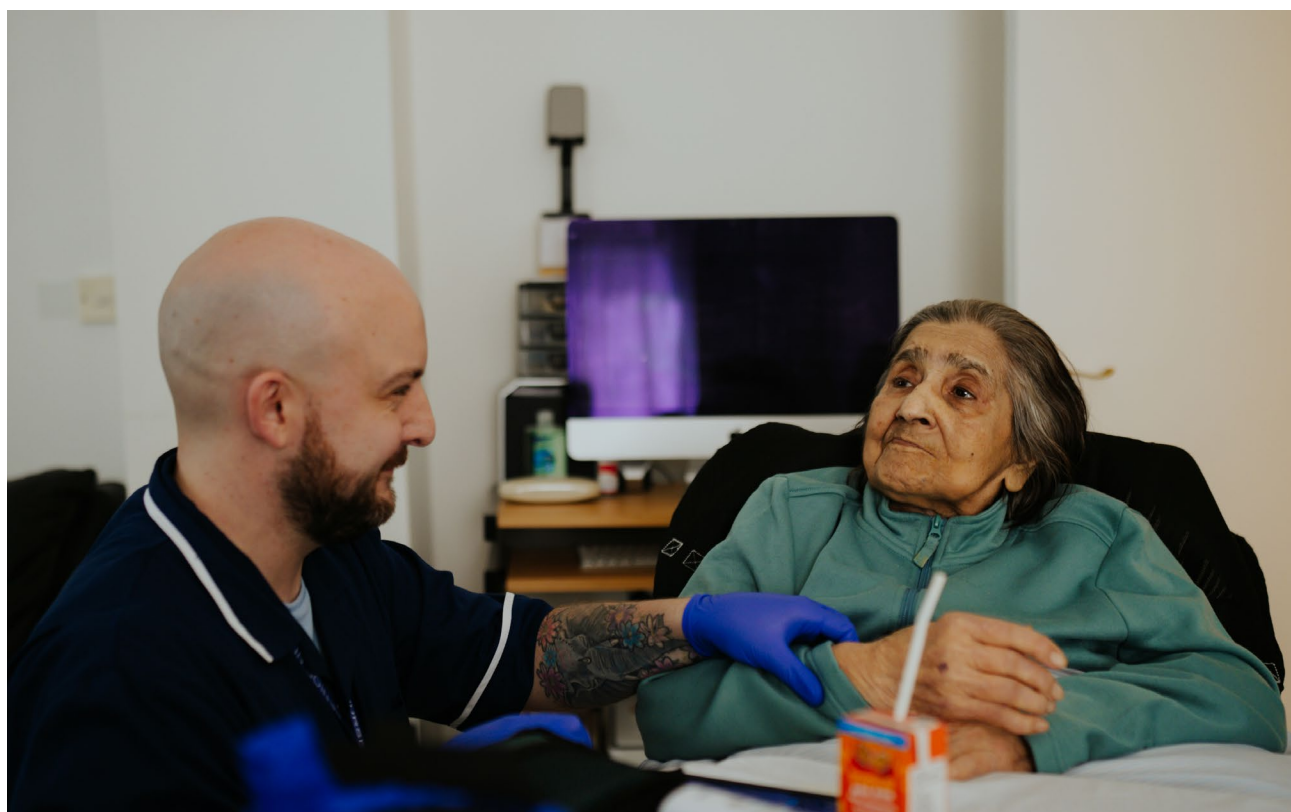
Our Equality, equity, diversity and inclusion plan (2022 – 2025) sets out our aims for being an inclusive, effective regulator and employer. Our EEDI Plan and all our work as a regulatory and employer is underpinned by the legal duties set out in the Public Sector Equality Duty and Equality Act 2010.

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 People and Culture directorate. You will lead on delivering a fit for purpose organisation through effective people and business transformation supporting the development of a values based, psychologically safe and inclusive culture. As Executive Director for People and Culture, you will provide strategic leadership to the directorate, helping ensure a cross-corporate transformation of culture and performance, which will see our organisational values and a commitment to EDI embedded across the NMC.

The NMC is the independent regulator of more than 841,000 nurses and midwives in the UK and nursing associates in England. As a member of the Executive Board, you will take collective responsibility for the delivery of the NMC strategy, regulatory, legal and statutory

responsibilities including cultural transformation and cultural competency. You will provide leadership and direction to all colleagues and act as a role model and senior leader across the NMC in line with the NMC values and behaviour framework.

Through the directorate's work this is an opportunity to have a significant influence on the NMC and to help shape its future culture. This is a dynamic and complex leadership challenge, and we require our Executive Director of People and Culture to lead with cultural competence. You will have the privilege of fostering improved relationships with a diverse range of colleagues and stakeholders and begin to build back the trust of our colleagues and the wider public.



# 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.
- To lead the NMC People Plan supporting an inclusive culture, in line with our values, driving strong employee engagement particularly through building effective relationships with UNISON, the Employee Forum and EDI networks.
- To co-lead the NMC cultural transformation programme through delivery of our culture transformation plan and the Independent Culture Review's recommendations.
- To help ensure delivery of our 2025/26 EDI Plan, to improve outcomes and experiences of our staff and those impacted by our regulatory processes.
- To develop a directorate that is collaborative and joined up.
- Collaborate with Executive Board colleagues and Council to shape our plans so they are realistic, widely recognised and understood and take account of organisational capacity.
- To work closely with Internal

Communications on effective, aligned communications and engagement about corporate strategies and priorities, in line with NMC values.

## Leadership responsibilities

- To provide visible leadership and direction to teams in the People and Culture directorate, delivering strong colleague engagement and effective, supportive performance management in line with NMC values.
- To champion Equality, Diversity and Inclusion and confidently lead on issues around our culture, including by engaging colleagues from a range of backgrounds and at all levels to develop an inclusive culture.
- To lead 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 ensure that our People and Culture work is delivered in a way that is efficient, using NMC resources wisely.

## **Shared Executive responsibilities**

- As a member of the Executive Board, act as a role model, sharing collective responsibility for making the NMC an inclusive, values driven and trusted organisation with strong cultural competence.
- Contribute to the implementation of the NMC strategy and contribute to the development of a high performing and collaborative executive ensuring that multi-disciplinary working is role modelled across the organisation in line with NMC values.
- 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.
- Engage with external stakeholders, acting as an ambassador for the NMC, and building effective relationships and influencing across the health and social care sector.
- As part of the Executive Board, lead the organisation through significant cultural change and improvement programmes to deliver on the NMC's core purpose to protect patients and the public.
- 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.
- In addition to your main areas of responsibility, our values (fair, kind, ambitious and collaborative) and behaviours are required from all our people for successful delivery of the NMC Strategy.

## **People leadership**

- Provide excellent leadership and direction and keep performance improvement under review and ensure that performance targets are met.
- 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.
- Manage issues relating to conduct and capability, ensuring that such issues are dealt with in a focussed and timely manner.

## **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.

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

- Substantial experience of leading people, EDI and organisational transformation at a senior level.
- Substantial experience of managing complex employee casework.
- Substantial experience of working as a senior leader in a high profile, complex organisation.
- A relevant professional qualification such as FCIPD or equivalent.
- Proven track record of building trust and maintaining strategic relationships and partnership working.
- Strong leadership skills, and proven ability to manage, motivate and empower teams delivering diverse 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, influencing and motivational skills.
- Ability to think critically and analytically to draw sound conclusions based on complex information.
- Ability to demonstrate strong alignment with NMC values and excellent cultural competency.
- Experience of working in a highly regulated environment.

### Desirable

- Experience of employment law.
- Experience of working in a national organisation.
- Experience of working in a regulatory environment.

# 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](http://www.saxbam.com/appointments) using code QAQZC.**

**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 Monday 24 March. 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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