



Appointment of

Chief of Staff

May 2025

Project code: QAQZF

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Welcome from our Chief Executive and Registrar

We are recruiting Chief of Staff 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. 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 pivotal role will provide high-level strategic support and advice to the Chair and Chief Executive, ensuring the NMC delivers its mission and strategic objectives. You will lead a team of approximately 45 staff across four key functions: Governance, Panel Support, Customer Complaints and Enquiries, and Executive Support.

We are looking for an individual with a successful track record in a senior role within a challenging environment. Experience in a Chief of Staff role or supporting Board level roles would be an advantage.

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 2025-26

This is a pivotal time for the NMC as we work to earn back trust and confidence in our ability to protect the public through the effective regulation of nurses, midwives and nursing associates. Our corporate plan 2025-2026 outlines the activity we will deliver to help achieve this. 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)

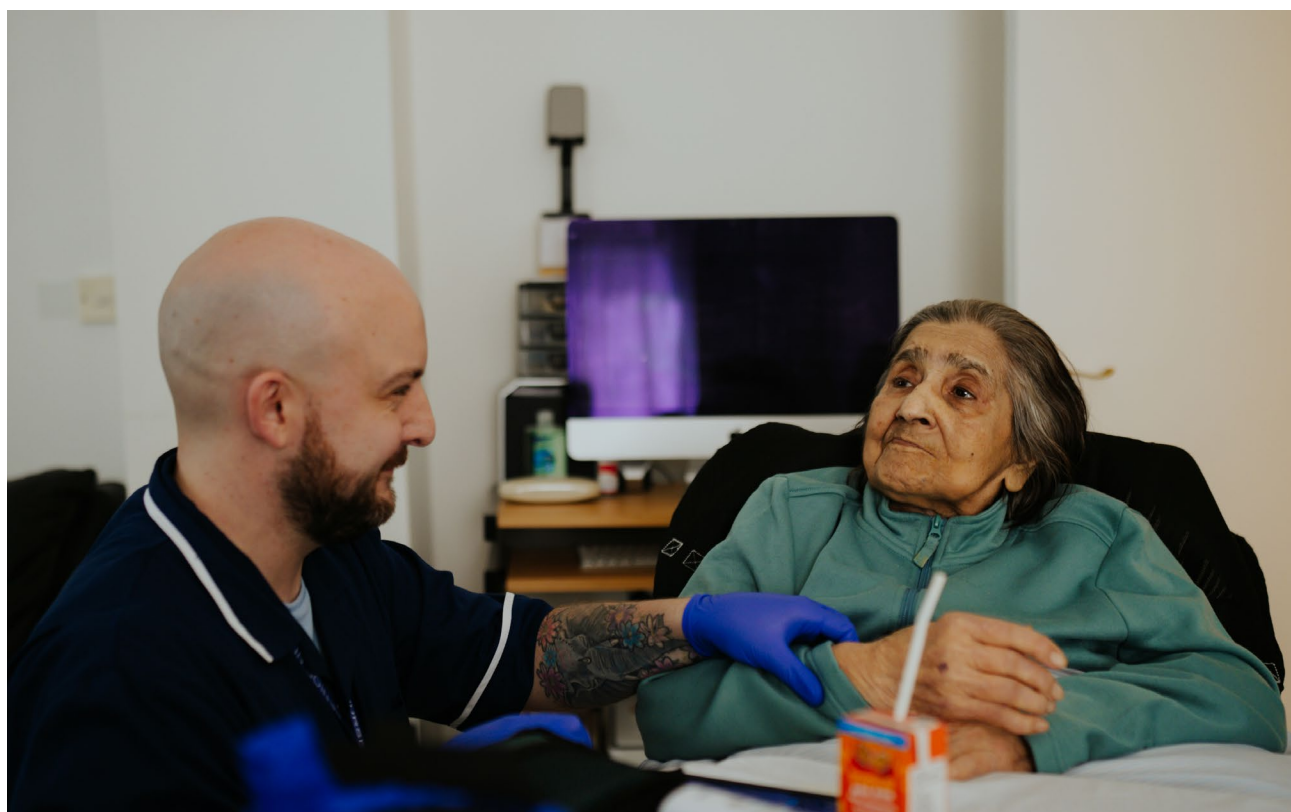
Our Equality, equity, diversity and inclusion plan (2022 – 2025) sets out our aims for being an inclusive, effective regulator and employer. Our EEDI Plan and all our work as a regulatory and employer is underpinned by the legal duties set out in the Public Sector Equality Duty and Equality Act 2010.

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

1. Providing high level strategic support and advice to the Chair and Chief Executive, to help ensure the NMC deliver its mission and strategic objectives as set out in its Corporate Plan. This entails being proactive when work is going off track, working at pace to analyse and assess the reasons for delay, and collaborating with colleagues across the organisation to develop broad based solutions that significantly improve, change or adapt existing work for Executive Board approval. The recommended course of action will need to take account of the strategy, policy, operational, financial, legal, and HR implications
2. Lead the continuous improvement of the support functions to the Chair, Chief Executive and Registrar and Council
3. To manage the teams that make up the Office of the Chair and Chief Executive, totalling c.45 people: The Governance Team, Panel Support Team, the Complaints and Enquiries team and Executive support.
4. Oversee the NMC's Governance function, making sure that the NMC is well governed and that Council, its Committees and the NMC's Executive Board – and other governance groups – are supported effectively, and that the Chair and Chief Executive receive expert governance advice.
5. Lead the Panel Support Team to deliver the NMC's FtP Plan through the effective recruitment, induction, training and performance management of Panel Members and Legal Assessors. Liaise with colleagues in Professional Regulation to ensure that the work of the team is strategically aligned with the needs to of the FtP service.
6. Oversee the NMC's Customer Complaints and Enquiries team to be the first point of contact for the majority of external enquiries and complaints, providing excellent customer service and fulfilling legal obligations responding to FOIs and Data Subject Access requests.
7. Lead and set clear direction for the Office support to the Chair and Chief Executive. Oversee the development and implementation of efficient processes for managing correspondence directed to the Chair and Chief Executive, ensuring that timely and accurate briefings are produced that align with their expectations and needs.
8. To support the Chief Executive in managing external relationships and relationships with the Chair, members of Council, and the rest of the Executive Board (EB), and providing support to the EB collectively on governance issues and in planning and managing strategy away days.
9. Work with the Chief Executive to develop compelling, consistent and corporate leadership which creates clarity for all staff and builds a sense of shared accountability for the success of the organisation.
10. Lead with cultural competence at all times, embedding the NMC values to ensure our future is truly inclusive and person centred.
11. To play a full and active role as a Deputy Director in the leadership of the NMC as a member of the NMC Executive Board. This involves significant thought leadership beyond the functional responsibilities of the role.

Key accountabilities

Enabling the transformation of the NMC

- To provide strategic advice and support to the Chair and Chief Executive and Registrar as they ensure the effective management of the organisation.
- Work with the Chief Executive and Registrar to develop compelling, consistent and corporate leadership which creates clarity for all staff and builds a sense of shared accountability for the success of the organisation
- To provide strong and effective leadership and management, role modelling good behaviours, to develop and maintain a high performance, inclusive and learning culture in the following teams:

The Governance team, comprising 10 members of staff including the Assistant Director, ensuring that good governance and regulatory and statutory compliance are maintained, and that Council members and Executive colleagues have timely and accurate information to inform decision making in line with Standing Orders.

The Panel Support team, comprising 10 members of staff, ensuring that the Plan for High Quality Panels is delivered to support the FtP Plan; leading the team to ensure the NMC's 600 plus Panel Members and Legal Assessors are recruited, inducted, trained and performance managed effectively to deliver.

The Head of Office and administrative support to the Chair and Chief Executive and Registrar, comprising 3 members of staff, ensuring the provision of high-quality support, advice and briefings to support the smooth running of the organisation.

The Customer Complaints and Enquiries Team, comprising 20 members of staff, ensuring that all escalated and high-profile customer complaints, information requests and other sensitive correspondence is handled appropriately with timely responses provided in line with PSA standards.

To play an active leadership role across the organisation as a Deputy Director and member of the NMC's Leadership Team, contributing thought leadership beyond the functional responsibilities of the role.

Communications and relationships

- Develop and maintain excellent internal and external relationships, acting at all times as a corporate ambassador for the NMC, and working closely with the communications and engagement team to ensure colleagues and partners have the opportunity to be engaged and involved on the right issues and at the right time.

Service and business planning and delivery

- Keep progress against the organisation's strategic objectives under review and, on behalf of the Chief Executive and Chair, take the initiative in analysing emerging issues at pace, and collaborating with colleagues across the business to develop a recommended course of action, which takes account of the strategy, policy, operational, financial, legal, HR implications. Ensure that appropriate time is set aside at Executive Board and Council to scrutinise performance, risk and agree corrective action/ mitigations.

- Maintain awareness on behalf of the Chief Executive on all serious people issues and ensure the timely provision of high-quality advice.

Panel Support

- On Panel and legal assessor appointment, induction, learning and development, ensure that all matters relating to appointments, fees, retention, learning and development are appropriately reported to appointments board and that appropriate matters in relation to appointment, fees, induction and training, retention and performance are raised with them for discussion and/or decision.
- Provide high level oversight of investigations into complaints about panel member or legal assessor conduct, providing appropriate reports to Appointments Board and where necessary, supporting decisions relating to suspension or termination of appointment.
- Ensure appropriate support is in place for panel members or legal assessors who are the subject of complaints or external comment or criticism, including overseeing policy development in relation to this.
- Act as the point for escalation of issues between Panel Support and Professional Regulation, ensuring that the resolution focuses on delivering the NMC's corporate objectives and key priorities.

Corporate governance and risk

- Lead, on behalf of the chief executive, in the review and mitigation of all risks overseen by the OCCE.

Budgetary, performance and resource management

- Budgetary responsibility for the OCCE annual budget (approximately £4,200,000), ensuring it meets its financial targets and contributes to the NMC meeting its corporate financial obligations. Monitor the performance of the OCCE against agreed objectives taking corrective action when performance is not in accordance with performance plan.

- Provide professional and motivational leadership to staff in the OCCE which models NMC values and behaviours to ensure they develop the capability and expertise necessary to deliver excellent services to the public, registrants and other stakeholders.
- Review the structure and processes of the department, to enable effective working and promote performance improvement.
- Devise appropriate performance targets and standards for the Department, closely monitoring achievement against them, to ensure that all staff and services deliver the NMC's corporate priorities and core mission.

Standard responsibilities

There are several 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 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 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.
- 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 management

- To ensure that all team members in the Governance team, Panel Support team, Customer complaints and Enquiries team and the private office team are developed and coached to support their personal development and help them to develop their skills and knowledge
- To role model the NMC's values and behaviours, ensuring they are reflected in the culture of the Office of the Chair and Chief Executive.

- To provide leadership on, and be accountable for, creating an inclusive environment, and ensuring all policy and practice considers equality, diversity and inclusion, including actively challenging and addressing bias and unfairness.
- To apply the relevant management systems, procedures and policies, relating to staff management, staff wellbeing, risk management, health and safety, information security and business continuity.
- Provide strong 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.





Person specification

Job Title: Deputy Director Chief of Staff to the Chair and Chief Executive

Grade: Deputy Director

Essential criteria

Technical knowledge and skills

- The post holder must have a successful and strong track record in a senior role within a challenging government, regulatory, political or similar environment. A successful track record of a Chief of Staff type role or evidence of supporting very senior people in the successful delivery of their role would be an advantage.
- Demonstrable expertise in supporting the corporate governance of high profile, complex organisations is required and experience of providing robust and astute

governance advice on sensitive issues to Board members, or equivalent, is desirable.

- Outstanding analytical skills with the intellectual ability to understand complex legal, policy and procedural documents is essential.
- Political acumen and an understanding of public affairs is desirable.
- A clear understanding of appetite for and interest in, horizon scanning across current affairs, public, regulation and health policy is essential.
- A track record of utilising feedback to improve systems.
- The post holder is required to provide immediate, authoritative guidance on all aspects of his or her work area and to play a substantial role in the development of the Office of the Chair and Chief Executive group.

- The Deputy Director is required to support the senior team in their handling of Equality, Diversity and Inclusion issues (ED&I) ensuring that the right advice and expertise is provided at the right time. The post holder must have experience, knowledge and awareness in this area.
- The Deputy Director is responsible for preparing, monitoring and controlling the annual work plans and budget of the Office of the Chair and Chief Executive grouping. Experience of managing work plans and budgets is required.

Communication Skills

- The post holder must have proven experience of commissioning and quality assuring high quality briefs, submissions, papers and/or reports.
- The post-holder must be able to draft papers and advice with clear and concise arguments and innovative solutions and recommendations, often to very tight timescales. They must have the ability to write clear, concise and accurate plain English.
- The post holder will have the ability to present information clearly and succinctly. They will be involved in delivering effective and high-quality presentations to both internal and external audiences.
- The ability to communicate sensitive information and messages effectively both within and outside the organisation is essential.

Interpersonal Skills

Excellent influencing, relationship management and interpersonal skills are required as the role involves interaction with senior internal and external stakeholders. The post holder must be able to develop relationships and build rapport with a wide range of contacts and be able to work constructively with others.

The Director works as part of a team and is expected to foster excellent working

relationships between colleagues within the office.

Organisational Skills

- The post requires excellent organisational skills, as the Deputy Director is responsible for the smooth running of their teams and the links with other core teams across the NMC. The postholder must ensure that there are effective systems and procedures in place, which make best use of the resources available, and which take into account policy and future developments.
- The post holder must be able to work under pressure, whilst maintaining the ability to think clearly, to make decisions and to solve problems. He or she must be able to deal with conflicting demands and prioritise work whilst ensuring that a high-quality service is provided at all times and that deadlines are met.

Innovation and problem-solving skills

- Analysing and resolving complex issues, and recommending a course of action, are important requirements of the post. The post holder must be able to identify potentially contentious issues, and to anticipate problems in developing and implementing revised and updated policy and procedures across the organisation.
- The post holder must have the ability to filter and escalate issues appropriately, ensuring that Chief Executive and Registrar and Chair time is used in the best way.

Leadership skills

- An exceptional strategic thinker with outstanding leadership skills and proven ability to manage, develop, inspire highly skilled multi-disciplinary teams and encourage an empowerment and speak up culture.
- The ability to plan the work of the group and to delegate work to others with appropriate monitoring.
- To lead the role modelling of positive behaviours and challenge negative behaviours in line with the NMC's behaviour framework.
- To lead and be accountable for the delivery of equality, diversity and inclusion issues and best practice and capable of leveraging the thinking of diverse teams and individuals for more effective thinking and decision making.
- The ability to lead business processes and policies relating to the staff management, staff wellbeing, risk management, health and safety, business continuity and information security requirements of the role, with a proven track record of being accountable for decision making.
- The ability to apply the NMC's values to the role's responsibilities and integrate them into the work of the teams.



Additional information

Job Title

Deputy Director, Chief of Staff to the Chair and Chief Executive

Directorate

Office of the Chair and Chief Executive

Department

Office of the Chair and Chief Executive

Grade

Deputy Director

Standard/Premium

Standard

Reports to

Chief Executive and Registrar

Team Management

c.45

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

£102,540 to £113,933

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 QAQZF.

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 Wednesday 11 June 2025. 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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