



# Interim Chief Executive and Registrar

Candidate Information Pack 2024

Closing date: 2nd September 2024



# Welcome from our Chair

We are recruiting an Interim CER for the Nursing and Midwifery Council at a difficult time for the organisation. The People and 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 that this is 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 that are imposed on registrants and the public going through our protracted processes and on our colleagues who administer them.

This is a dynamic and complex leadership challenge, and we require our Interim Chief Executive and Registrar to bring real impact. To make meaningful and sustainable change to our culture, I am looking for someone who can bring colleagues together and work towards a shared vision for our future. The successful candidate needs to have a high degree of empathy and emotional intelligence and be a visible and inspirational leader as they guide colleagues and stakeholders through the coming months. You will need to be open and collaborative to ensure the views of our people, stakeholders and partners are taken into account as we shape our renewed approach. You will be critical to leading the organisation through what is likely to be a very demanding time.

This is an opportunity to have a significant impact on the NMC and to help shape its future culture. The Interim Chief Executive and Registrar will establish the programme of work to improve the NMC's culture which in turn will set us on the road to recovery and re-establish our purpose - which is the protection of the public. 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.

If you have the vision, experience and motivation to lead the NMC forward, I look forward to hearing from you.

**Sir David Warren**  
Chair, NMC Council



# About the Nursing and Midwifery Council

The Nursing and Midwifery Council (NMC) is the independent regulator of more than 826,000 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 include our commitment to work 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.

We work with our partners to address 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.



**Regulate**

**Support**

**Influence**



# Our vision

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

The People and Culture review sets out 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 will strive 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 values  
and  
**behaviours**

# Our commitment to equality, diversity and inclusion (EDI)



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 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 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 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 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](#)



# About the role

As the Chief Executive & Registrar you are accountable for leading the Nursing and Midwifery Council, the independent regulator of more than 826,000 nurses and midwives in the UK and nursing associates in England. You will be responsible for laying the foundations for change and responding to the People and Culture review by bringing colleagues and stakeholders together around a shared vision for our future culture to enable us to deliver on our purpose.

You will lead on organisational performance and change in achieving the NMC's strategic priorities and for building engagement with NMC colleagues, registrants, the Council, external stakeholders by building back trust and confidence through mutual respect and always operating with the utmost integrity. This is a dynamic and complex leadership challenge, and we require our Interim Chief Executive and Registrar to bring real impact. This is an opportunity to have a significant influence on the NMC and to help shape its future culture in response to the findings of the People and Culture review. You will lead in establishing realistic but ambitious plans so that NMC can improve on its culture and deliver on our purpose of protecting the public and maintaining confidence in the professions.



# Key accountabilities

## You will:

- Lead with empathy and decisiveness to inspire NMC staff to deliver the best for the public they serve.
- Working with Council, the Executive Board and colleagues you will work to improve the NMC's culture taking into account findings from the recent People and Culture review.
- Lead the NMC's regulatory functions through significant improvement programmes and continue the implementation of the Fitness to Practise improvement plan to reduce our caseload and to deliver on our core purpose to protect patients and the public.
- Working in partnership with the Council, you will start to shape the NMC's future strategic direction and ensure delivery of its strategic priorities.
- Reporting directly to the Chair, you will ensure effective oversight of the executive team's performance and delivery.
- 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, 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 ensure the public voice is at the heart of everything we do.
- You will be a powerful and respected advocate for public protection and patient safety, defending the NMC's independence where necessary.
- 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.



# Standard 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 learning and leading through multi-disciplinary team working.
- Provide excellent change leadership at both an operational and strategic level. Keep organisational performance and delivery under review and ensure performance targets are met.
- Lead, inspire and hold to account an effective and collaborative executive leadership team.
- Grow, nurture and develop leadership at all levels of the organisation by empowering colleagues, developing a learning culture and approach towards risk management and decision making.
- Champion and advocate for Equality, Diversity and Inclusion and able to confidently lead on issues around our culture including by engaging employees and stakeholders from a range of background and at all levels to develop an inclusive culture.

## Other 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.

- Always comply 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.
- Always ensure confidentiality, 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.

# Person specification



## Qualifications and experience

- Success as a very senior leader in a similarly substantial and complex organisation.
- A clear track record of leading, 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 under a high degree of scrutiny.
- 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.
- Experience of working in the public sector and/or operating in environment of public accountability.

## 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.

## Desirable criteria

- Demonstrable experience and an excellent understanding of operating in a regulatory environment.
- Experience of working in the health and social care sector.



# Additional information



## Time commitment

Full-time. Fixed term contract for a minimum of 6 months with the possibility of extending to up to 12 months by mutual agreement

## 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

Chair of NMC Council, Sir David Warren

## Remuneration

Salary band: c £175,000 - £195,000

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



The recruitment process is being undertaken by Inclusive Boards on behalf of the NMC. If you wish to apply for this position, please supply the following by **23:59 on 2nd September 2024.**

- 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

If you have further questions after reading this pack, please email [nmc-interim@inclusiveboards.co.uk](mailto:nmc-interim@inclusiveboards.co.uk) or call 0207 267 8369.

Please visit [www.inclusiveboards.co.uk/opportunities](http://www.inclusiveboards.co.uk/opportunities) to apply online or send your CV and cover letter to [nmc-interim@inclusiveboards.co.uk](mailto:nmc-interim@inclusiveboards.co.uk).



# INCLUSIVE BOARDS

## Our Services



Executive Search



Inclusive recruitment advisory



Self paced digital learning hub



Agile recruitment packages



Industry based research



EDI audits, advisory & training



Leadership Development (ILM accredited)



Executive Coaching

## Contact Us



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**Social Media**

[www.linkedin.com/company/inclusive-boards/](http://www.linkedin.com/company/inclusive-boards/)



**Address**

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