



NMC People Strategy

2017 - 2020

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Introduction

1. In 2012, following the PSA strategic review, the culture of the Nursing and Midwifery Council (NMC) was described as ‘resigned resilience’. As part of this strategy, an overriding objective would be to assess the culture, values and behaviours of staff within the organisation as a result of the vision, tone, behaviours and leadership set by the executive. We should not lose sight of the fact that the NMC has made significant progress in recent years, without setting out a strategic approach to investing in our staff. The lessons of the past are a helpful reminder of the importance of testing the culture and values.
2. We have come a long way since then, and the hard work of our re-constituted Council, new Executive Team and our people has demonstrated to the PSA in 2016 “a significant improvement in the NMC’s performance against the Standards of Good Regulation by comparison to previous years and reflects considerable, sustained work by the NMC”. This journey has been significant to the NMC and we owe a great deal to the dedication of our people who have helped us to deliver these changes. The NMC now sets out to write a strategy that can articulate the future of the organisation and how we will become the leading healthcare regulator.
3. The People Strategy of the NMC builds on the solid basis we now have that enables us to invest in our people. This document sets out how important our people are to us, and what they can expect from us, as we focus on the next stage of our journey to become a dynamic and leading regulator. A document that sets out to deliver an organisation that staff are proud to work for and enables our team members to be at their best to protect the public and act in a way that is professional, responsible, accountable and ethical.
4. Our people are vital to the delivery of the Nursing and Midwifery Council’s Strategic Plan 2017–2020. The People Strategy will ensure the development of a progressive, sustainable and engaged working environment that contributes to the development of our culture as a dynamic regulator. The purpose of this strategy is to ensure that the NMC has a future which attracts, develops and retains professional, highly skilled and engaged staff to deliver our plans. It is a living document that sets out how we will develop our organisation and the part our people have to play in it.

“All of our strategic priorities for 2015–2020 are supported by a determination to be a modern, effective and efficient organisation.”

– NMC Strategy 2015–2020

5. The People Strategy supports the organisation's vision to become a dynamic and leading healthcare regulator enabled by modern technology. We will prioritise:
 - 5.1 Becoming a collaborative regulator that works with other organisations and regulators to develop better relationships and enable higher quality results.
 - 5.2 Building resilient and high performing teams to meet the evolving requirements of regulation.
 - 5.3 Learning from our own best practice in revalidation to introduce these principles to our own workforce.
 - 5.4 Developing managers who deliver a high performance management culture that drives quality and productivity.
 - 5.5 Creating a great place to work that attracts, retains and develops talent within our organisation.
 - 5.6 Further integrating business processes to provide a customer service that delivers excellent value for money.
 - 5.7 Making decisions based on the highest quality data that drives analysis, intelligence and insight.
 - 5.8 Engaging and motivating our people by making good on feedback received through the Employee Forum and our staff surveys.
 - 5.9 Setting the direction of HR as a Strategic Business Partner that is capable of enabling the capability of the NMC workforce.
6. To deliver this by 2020 the NMC will design a structured, agile workforce that can deliver lasting and sustainable productivity that produces quality and results. Quality improvement will be significant to the delivery of greater efficiency and effectiveness throughout the organisation and we will involve staff in the development of these practices. We will be an organisation that is built on the delivery of KPIs in every directorate to ensure that every staff member's work is meaningful and is valued by team members and the organisation.
7. We will have attracted and developed NMC leaders that are accountable with the experience, knowledge, capabilities and authority to mobilise change and create high levels of employee engagement. The NMC will have high performing teams that are curious, embrace ideas, plan thoughtfully and continuously learn and improve procedures and practices to protect the public.
8. We will be recognised as a good place to work by the way we actively promote our values and behaviours. Staff will feel valued for their contribution as part of a culture that promotes staff satisfaction, wellbeing, inclusion and pride in working for the NMC.

Our values and behaviours

Our three values define what we do and how we act



What we must prioritise to achieve our vision



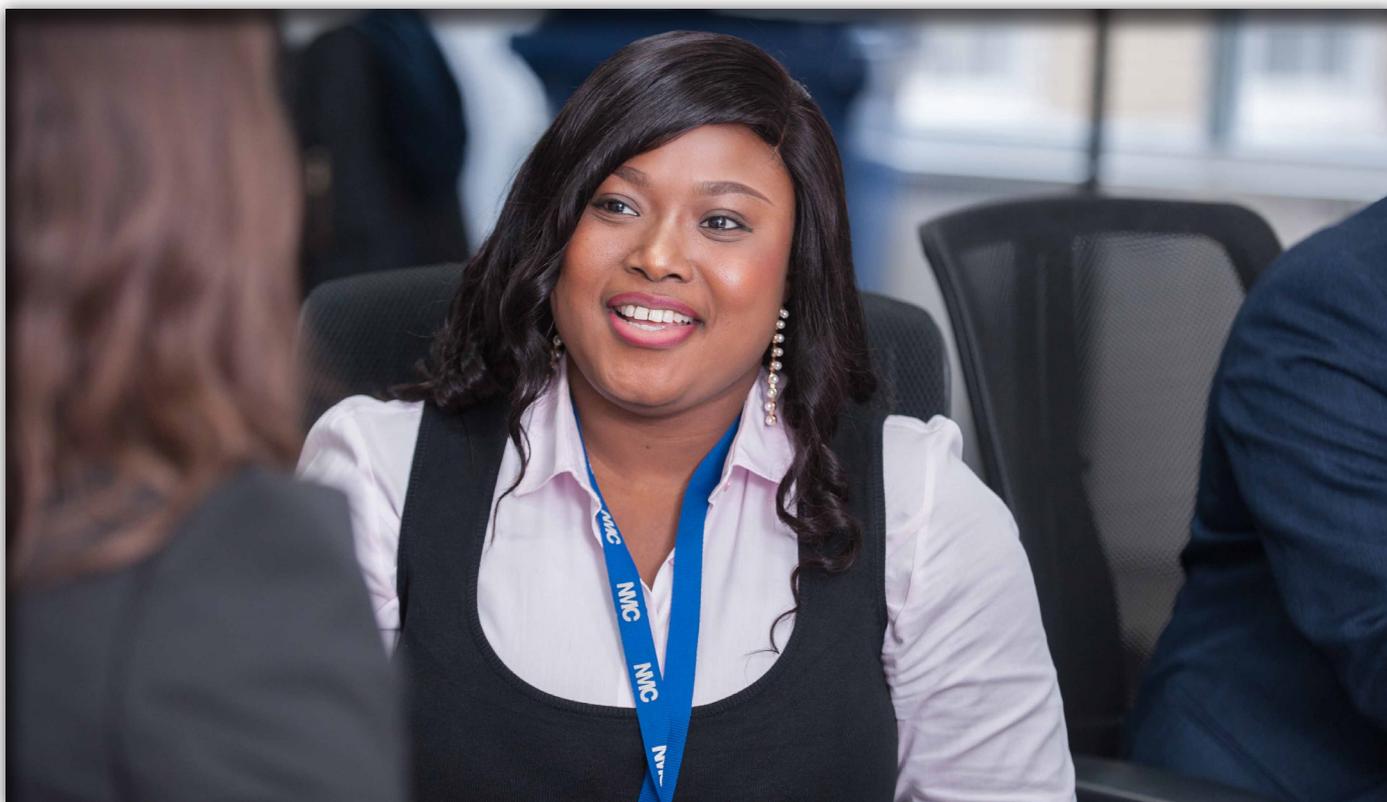
9. The People Strategy is owned by the Council and sponsored by the Chief Executive and Registrar. We will build on our foundations to continue to develop a high performance management culture which is evidenced in all directorates and supported by the Leadership Team who share accountability for productivity and results as well as role-modelling the values and behaviours of the NMC.
10. The People and Organisational Development directorate is responsible for the delivery of this strategy and will take into account new priorities as organisational priorities evolve. Development of this strategy has formally involved the Employee Forum and staff through workshops and consultation around the development of the People Strategy.

Equality, diversity and inclusion

"We must place promoting equality, diversity and inclusion at the heart of what we do."

– NMC Strategy 2015–2020

11. Inherent within this strategy is the commitment to ensure equality, diversity and inclusion. We believe that equality of opportunity is essential for the success of the organisation to deliver a leading service. We are committed to promoting equality of opportunity, ensuring our practice complies with legislation and valuing the different contributions of our people.
12. The NMC creates a respectful, friendly and inclusive working experience. We encourage everyone to assist in creating a welcoming and safe environment that thrives on delivering results. We encourage a modern way of working that encourages agility and innovation. The entire experience of our employees must meet our values and behaviours.
13. Furthermore, the People and Organisational Development directorate aims to promote engagement with the People Strategy by working closely with other directorates and strategies such as Information Technology, Finance, Procurement, Equality and Diversity, Facilities and Estates.



The NMC employee lifecycle



Attract

14. We will develop a 'brand' as an employer that is a true reflection of what it is like to work for the NMC. We will attract individuals that like the challenge of working in healthcare regulation and are excited about delivering results as well as being driven by our mission to protect the public. We will develop modern processes that support recruitment as well as developing a workforce plan for the organisation that demonstrates where skills and competencies are required, so that both development and recruitment activity work in harmony. This planning will ensure we have the right people in the right place with the right skills at the right time. Our approach to how we resource the organisation will provide a strategic view of staffing requirements and succession planning.

Enable

15. The People and Organisational Development directorate will support and enable employees to succeed in their roles through the development of well-defined job descriptions, HR policies and employee performance tools including a new modernised approach to appraisals. New people policies will promote flexible working to ensure the organisation is focused and agile to meet our future needs. Employee relations support will be offered in a business partnering way, which partners with managers to drive engagement to deliver results and productivity. It will empower managers by providing the tools and support needed to manage effectively to deliver a high performance culture.

Reward

16. The NMC will develop a reward strategy that will reflect our role as a statutory regulator funded by nurses' and midwives' fees. We will work towards paying the median for our industry sector, complimented with offering benefits that our staff want. These benefits will include the offer of agile working and enhanced annual leave. Our full reward package will be consistent and benchmarked with our sector.

Engage

17. The organisation will commit to a programme of improving employee engagement, appreciating the benefits to an organisation that an engaged workforce can bring. Projects will improve engagement, working closely with the Employee Forum to improve employee satisfaction and motivation. We will improve communications to develop employees' trust and we will always work with our values in mind to increase advocacy and pride in the mission and work of the NMC to protect the public.

Wellbeing

18. We will demonstrate commitment to the wellbeing of our staff by investing in opportunities for staff to promote a healthy lifestyle. We will offer flexible working to enhance the experience of working for the NMC, in whatever role or location that might be. We will concentrate on creating a working environment which enables staff to deliver results, reduces sickness absence, lowers staff turnover and boosts productivity as well as employee satisfaction in the workplace.

Develop

19. To become a leading regulator we will invest in programmes that assure we have the right number of staff, with the right skills, in the right place, at the right time. We will provide our staff with opportunities to develop capability. We will align talent to develop careers whilst delivering the highest quality services and value for money. Development programmes will be designed to create high performing teams that work collaboratively to drive the success of the NMC in reaching its KPIs.

"Our challenge is to regulate such a large and diverse workforce, to communicate effectively with all our registrants and to set and uphold standards that are meaningful and appropriate for a wide range of nursing and midwifery standards."

- NMC Strategy 2015–2020

Attract, recruit, retain and develop talented staff committed to the vision and mission of the NMC

20. To meet the challenge of regulating such a large and diverse workforce, the NMC is committed to attracting, retaining and developing the best staff to ensure we deliver to the highest standards, ensuring high quality customer service and value for money. Our people initiatives underpin the value of team members who are committed to delivering quality and results and work collaboratively as high performing teams. The organisation will recruit, retain and develop talent with high potential that adds to our commitment to ensure excellent standards of healthcare regulation.
21. We will:
 - 21.1 Develop the NMC employer brand as a dependable employer with ambition, passion and a strong future.
 - 21.2 Create a wider range of targeted attraction campaigns which will include using our existing staff as advocates of the NMC.
 - 21.3 Identify selection techniques that will enable the organisation to recruit individuals that not only have the technical skill set but also the behaviours, creativity and values which reflect working at the NMC.
 - 21.4 Develop approaches to recruitment that are more likely to bring about the benefits of diversity and inclusion and ensure applicants, successful or unsuccessful, have an experience that is true to the values and behaviours of the NMC.
 - 21.5 Develop an induction experience that provides a timely and rewarding introduction to the organisation that creates a sense of belonging and enables our people to contribute to KPIs quickly.
 - 21.6 Review pay and benefits to communicate the full reward package the NMC is offering and work towards paying the median for our industry sector complimented with the offer of agile working and benefits that meets our aim of being a great place to work.

“When the public needs us, our role needs to be clear and it must be easy to use our services.”

- NMC Strategy 2015–2020

Developing high quality senior leadership and management

22. Senior leadership and management teams will be recruited and/or developed to deliver a high performance management culture that drives results and productivity. Management will take a collective and shared responsibility for the performance of the organisation. Our aim is to ensure that the senior leadership and management of the NMC have the soft skills to recognise and value employees.
23. We will:
 - 23.1 Develop managers that promote high performance management, employee engagement and empowerment.
 - 23.2 Recruit and build leadership capability throughout the organisation that lives the values and behaviours we expect.
 - 23.3 Hold managers to account for their performance as senior leaders and managers and work to develop our own leaders for the future of the organisation.
 - 23.4 Create role models that deliver quality and results and live the values of the organisation.
 - 23.5 Develop capability in project and change management so that managers can support and have the ability to adapt quickly and effectively to changing circumstances.
 - 23.6 Value and celebrate difference whilst upholding the highest standards of equality of opportunity.
 - 23.7 Ensure visible leadership that role models and insists on the highest standards of integrity, probity and professional conduct that is in line with our culture and values.
 - 23.8 Develop career pathways in each directorate that develops leadership skills at all levels of the organisation and clearly identifies development routes for senior leaders, managers and senior technical experts.
 - 23.9 Create a culture in which employees feel valued and appreciated that fosters agile ways of working that meet the needs of staff and the organisation alike.

Staff development

24. The NMC is committed to developing the capability, skills and motivation of our staff to deliver greater efficiency, increase standards and improve customer service and value for money. Our approach will be to work with individuals to increase their capability in the role they have, as well as work with them to increase their capability for their next role to ensure the NMC has the appropriate knowledge, skills and experience required by the organisation now and in the future.
25. We will:
 - 25.1 Review the NMC's performance review process so that it is better able to identify and measure contribution, and how it links to the department, directorate and organisational objectives.
 - 25.2 Identify professional development needs and develop a stronger approach to self-ownership around development.
 - 25.3 Recognise the diverse professional disciplines required across the NMC workforce to ensure the NMC has staff with the skills and experience to deliver quality and results.
 - 25.4 Develop career pathways that promote the shared competencies required across the organisation to enable greater inter-department opportunities for development.
 - 25.5 Build technological skills and encourage the use of digital interactive resources to facilitate more agile ways of working with the view to increasing our agility.
 - 25.6 Develop workforce planning skills with our senior leadership to drive talent retention and succession planning capability.
 - 25.7 Create a culture in which employees feel valued and appreciated that fosters agile ways of working that meet the needs of staff and the organisation alike.

"By focussing on intelligence, we hope to gain new insights into what we do, helping us to be more effective, transparent, and proportionate."

- NMC Strategy 2015–2020

Employee engagement

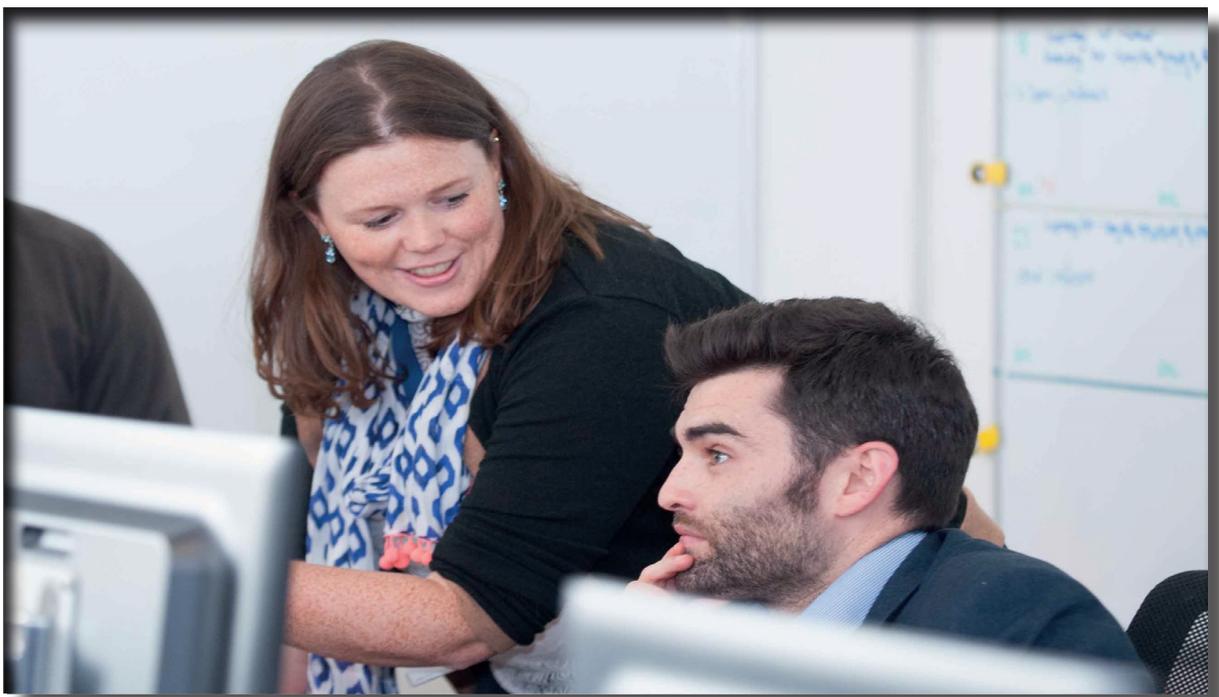
26. The NMC will actively promote new ways of working to improve employee engagement. Working with the Employee Forum we will develop a culture in which staff communication, collaboration and engagement can build trust, confidence and commitment. Individuals will feel listened to, valued and well informed about matters affecting them. Senior Leadership and the Employee Forum will work together to remove barriers and boost engagement to increase productivity. We will produce good quality work, with our values in mind, to increase advocacy and pride in the mission and work of the NMC to protect the public.
27. We will:
 - 27.1 Increase our commitment to employee wellbeing which enables staff to deliver results, reduce sickness absence, lower turnover, boost productivity as well as increase employee satisfaction in the workplace.
 - 27.2 Invest in the further development of an Employee Forum to ensure staff have a 'voice' as well as opportunities to hear about proposed developments and changes to the organisation so our people can pose questions.
 - 27.3 Review agile working, in as many roles and locations as possible, to enhance the experience of working for the NMC.
 - 27.4 Invest in opportunities for staff to promote a healthy lifestyle.
 - 27.5 Add to the organisation's approach to internal communications and engagement in the light of feedback and experience and develop our Employee Forum to act as communication champions and deliver collective consultation when required.
 - 27.6 Ensure the aims of the organisation are effectively communicated utilising different channels to engage staff.
 - 27.7 Develop manager's performance management and soft skill capability so that managers are jointly responsible for having two way communication with staff to increase transparency, build trust and confidence and the whole organisation's commitment to producing high team performance.
- 27.8 Create a culture that demonstrates we trust, empower and value our staff.

"We will continue to develop a culture of reflection and learning to ensure that we have the right environment in which staff are encouraged to grow, develop, seek out and implement improvements and best practice."

- NMC Strategy 2015–2020

Developing excellent HR services

28. HR will be required to make a significant contribution to meet the organisation's strategic aims and to develop a culture that makes the NMC a great place to work. HR will provide a strategic HR business partnering service that will be embedded in the organisation so that HR makes a demonstrable impact and contribution to all who work at the NMC.
29. We will:
- 29.1 Deliver an excellent service through close partnership with senior leaders, managers, Employee Forum and staff to drive the organisation to adopt a high performance management culture.
 - 29.2 Implement a plan to modernise the HR offering that removes barriers and drives the delivery of quality and results and increases engagement and job satisfaction.
 - 29.3 Ensure that services are delivered in a proactive, flexible, solutions-focussed way to increase operational efficiency, trust and transparency across the organisation.
 - 29.4 Design policies and practices that remove barriers to organisational agility and success and promote how we work and treat each other.
 - 29.5 Develop external networking capability with external HR professionals inside and external to our sector to increase opportunities to develop and collaborate.



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The nursing and midwifery regulator for England,
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