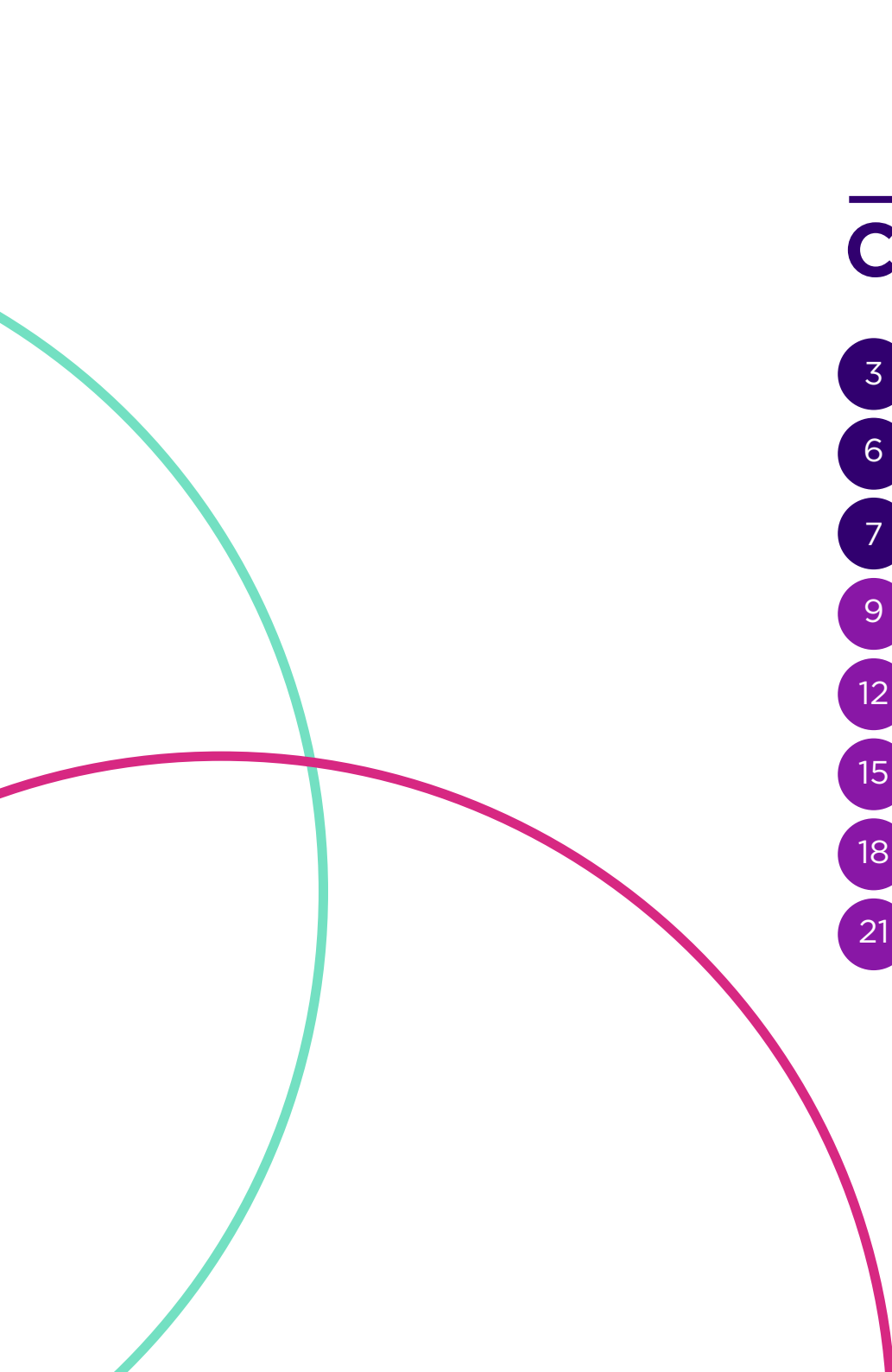




Building a new NMC: **Strategy 2025–2027**



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Leadership statement

The NMC's role is to protect the public and maintain confidence in the nursing and midwifery professions. We do this by ensuring that every registered nurse, midwife or nursing associate has benefitted from effective education, and meets clear standards of conduct and practice, in the public interest.

We have a duty to investigate concerns and to take steps to protect the public in the relatively rare instances where we need to limit or restrict a nursing or midwifery professional's right to practise.

We are building a new NMC. We are determined to improve and modernise our culture and ways of working. This will ensure that the public and registrants feel confident in our work, and our staff feel proud to work here.

This short-term strategy sets out our priorities for rebuilding trust and

confidence in the NMC. We will focus on strengthening our core regulatory work and investing in enhanced effectiveness. With new leadership and clear priorities, we are seeing early, positive improvements in our performance, but we are clear that progress must be embedded and sustained. Beyond 2027 we intend to set a longer-term strategy that builds on this progress and involves greater engagement.

You will see two themes that run across all our work in 2025-2027 — quality and equity.



Leadership statement

On quality, we will be clear about what good regulation looks like, measure it consistently, learn and improve, and report openly on our progress.

On equity, we recognise its central importance to public trust, professional confidence, and staff experience. Our ambitious Culture Transformation Plan sets equality, diversity and inclusion targets that will drive collaborative effort with two key sectors: health and care providers and educational institutions.

New challenges will inevitably arise during this period. Where they align with our priorities we will adapt and respond. Where they do not, our disciplined approach will maintain our focus on the turnaround already underway.

We will keep an eye on the future, while making the near-term decisions necessary to protect the public and maintain confidence in professional standards. We will pursue efficiency and value for money, supported by enhanced financial controls, mindful that our income derives from registrants' fees.

Focus and discipline over this period will ensure that we are in good health to embark on our next chapter, assisted by the modernisation of our statutory framework, delivered through the government's programme of regulatory reform.

We will succeed by empowering and equipping our staff to thrive in their work and harnessing the goodwill and expertise of everyone with a stake in standards of practice in our professions. Together, we look forward to making meaningful progress.



Paul Rees MBE
Chief Executive
and Registrar



Ron Barclay-Smith
Chair



Our vision, mission and values drive everything that we do

We have recently refreshed our organisational vision and mission to be fit for the future. We worked with our colleagues to develop new values that guide how we are rebuilding the NMC.

Building a new NMC: Strategy 2025–2027

NMC vision

Safe and effective nursing and midwifery education and practice across the four countries of the UK — regulated by the NMC — a fit for the future organisation, with fairness and equity at the heart of everything that we do.

NMC mission

To be a strong and independent regulator that protects the public and inspires confidence in the nursing and midwifery professions — by setting and upholding high professional standards.

- We achieve our mission through a positive and inclusive culture that enables our people to thrive.
- Achieving our mission will ensure we are an effective part of the wider health and social care system.

NMC values

We're building a new NMC with:

- **Integrity**
- **Fairness**
- **Respect**
- **Equity**
- **Effectiveness**



Ensuring trust in professionals

Reviewing and enhancing our regulatory tools to better protect the public and support professionals



Improving fitness to practise

Improving the fairness, timeliness and quality of decisions while focusing on safeguarding and equity



Culture transformation

Creating a fair and positive culture to become an effective, safe and trusted regulator and employer



Strengthening leadership

Building a new NMC with stronger accountability and united, values-based, empowering leadership



Modernising the NMC

Updating our technology, systems, legislation and learning to be more agile and efficient

Strategic context

To regulate effectively we need to understand the wider influences on the public's experience of care, on professional practice, and what people expect of us.

Strategic context

A workforce for the future

The health and care workforce is evolving, and we need to ensure registrants are equipped for future practice, by regulating in ways that embed new roles and support emerging models of care delivery.

High quality education

The foundation for all our professionals is high-quality education. There are pressures on education institutions, on students and on health and care providers. We need to ensure vitally important practice learning placements continue to be delivered in a challenged health and care sector, without compromising student learning or patient safety.

Learning from inquiries and reviews

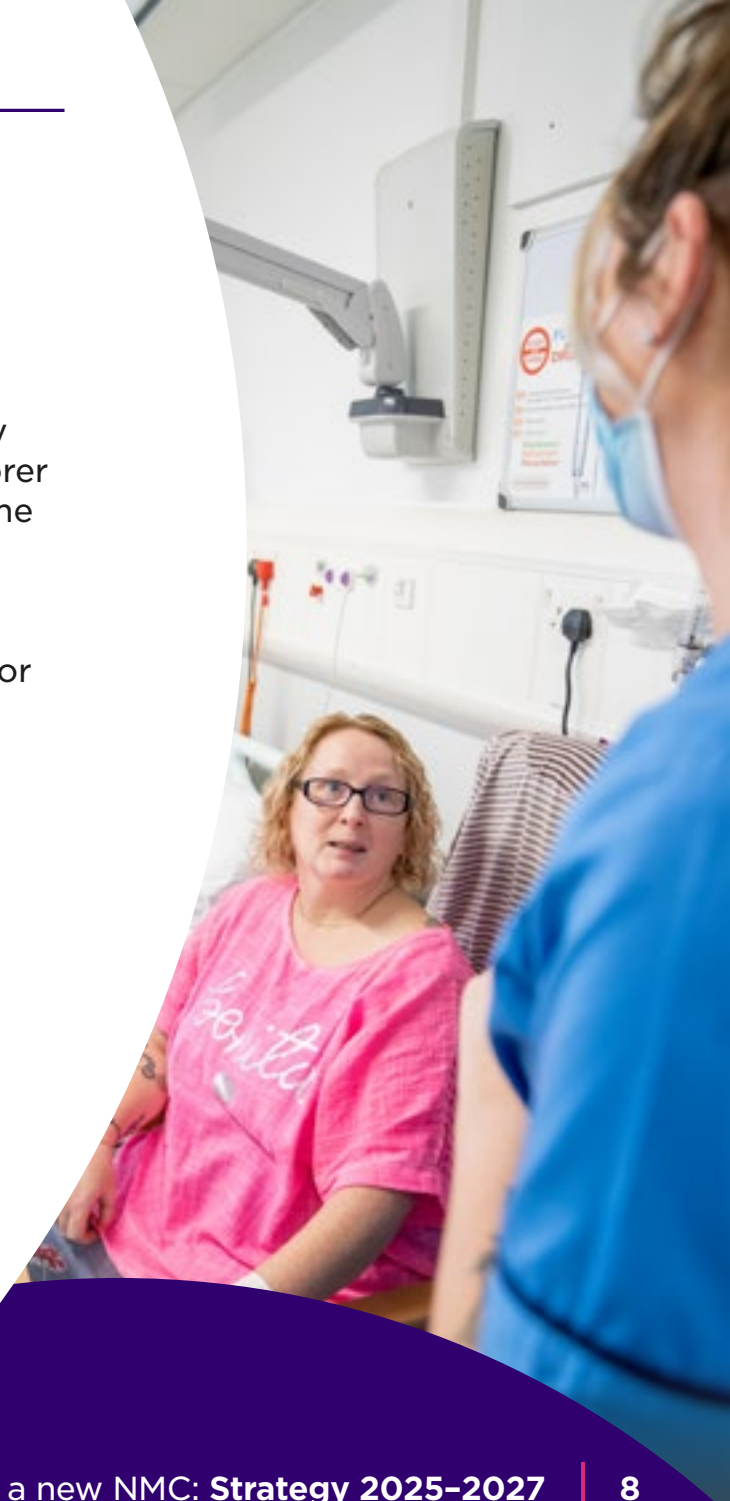
Inquiries into failings in care provide opportunities for learning and improvement. We will be involved in a high number over the next period, with a particular focus on maternity. Among our priorities will be developing our approach to working compassionately with people who have experienced harm.

Inequalities in care and workplaces

Some groups experience persistent inequities in health and care. People from Black, Asian and ethnic minority backgrounds too frequently face poorer health and care outcomes. At the same time, many professionals — including those from ethnic minority groups, disabled people, and those educated internationally — face discrimination or bullying in the workplace.

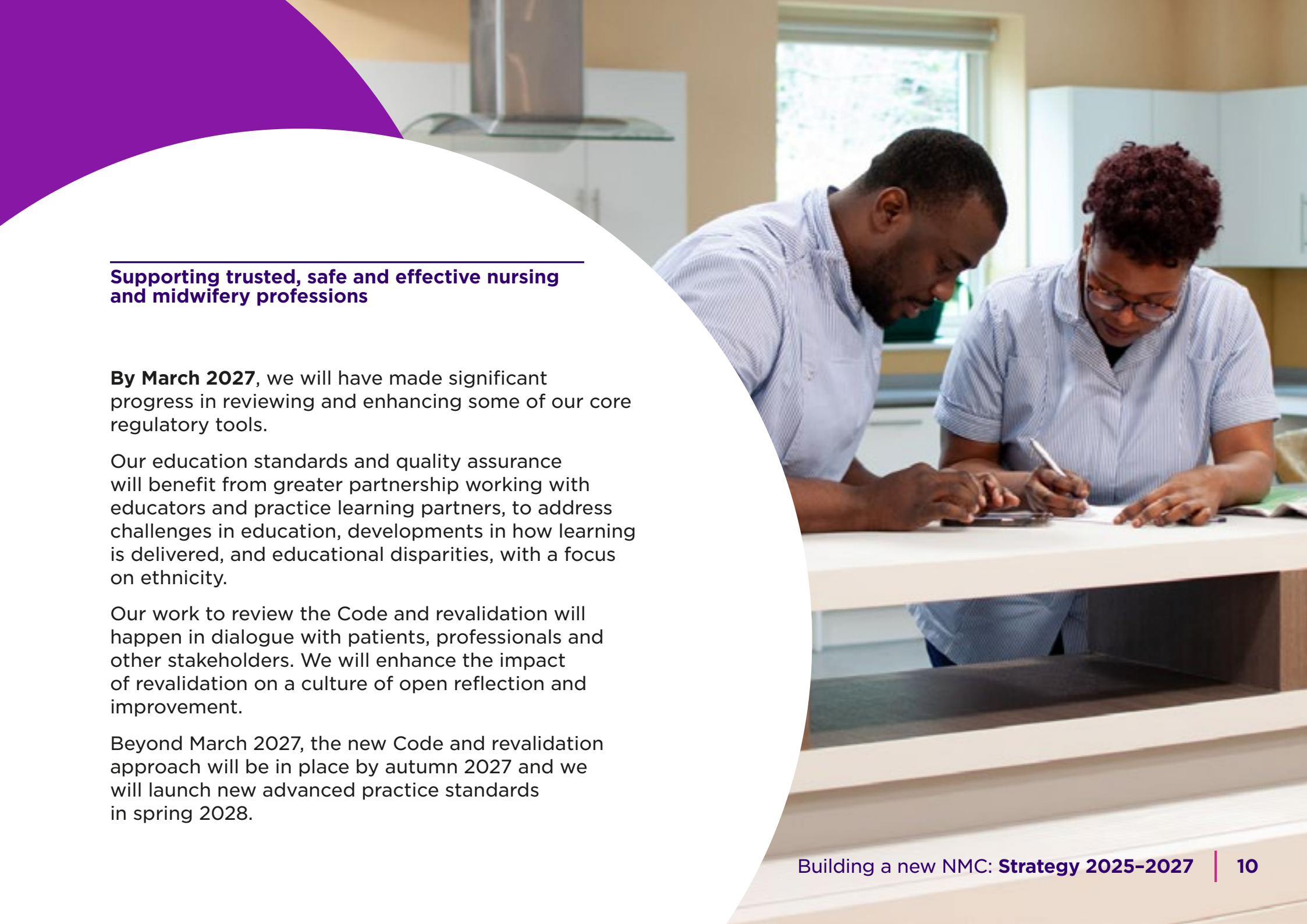
Advancing technology

Advances in technology and data use bring opportunities and risks for healthcare, students, professionals and the public. These include the use of artificial intelligence to improve diagnostics, genomics, remote monitoring and wearable devices and in the production of written content. We must ensure that our standards evolve to guide and support registrants to use technology safely and effectively.



Supporting trusted, safe and effective nursing and midwifery professions

Our register gives the public and employers confidence in the safe, effective, and compassionate care provided by nurses, midwives and nursing associates. We will work closely with those we serve across the UK to review and shape our Code and other standards that support good practice.



Supporting trusted, safe and effective nursing and midwifery professions

By March 2027, we will have made significant progress in reviewing and enhancing some of our core regulatory tools.

Our education standards and quality assurance will benefit from greater partnership working with educators and practice learning partners, to address challenges in education, developments in how learning is delivered, and educational disparities, with a focus on ethnicity.

Our work to review the Code and revalidation will happen in dialogue with patients, professionals and other stakeholders. We will enhance the impact of revalidation on a culture of open reflection and improvement.

Beyond March 2027, the new Code and revalidation approach will be in place by autumn 2027 and we will launch new advanced practice standards in spring 2028.

In the next 18 months we will:

- Review practice learning requirements, so students are educated in safe and inclusive settings and supported to gain the knowledge, skills and behaviours they need, with the practice learning review published in autumn 2026.
- Strengthen education quality assurance to monitor concerns effectively and work with educators to act when needed.
- Work towards the target of eliminating disproportionate outcomes based on ethnicity in nursing and midwifery education and training by 2035.
- Be ready to consult on a new Code that captures contemporary expectations of our professions and supports them to deliver good care.
- Review revalidation to enhance its impact without creating undue burdens on professionals or employers.
- Maintain confidence in our assessment of international applications and protect the integrity of our register from the evolving threat of fraud.



Improving fitness to practise

Investigating and acting on concerns about our registrants is central to our core purpose of protecting the public. We are committed to improving the quality, fairness and timeliness of this work, while enhancing the experience of everyone involved. We have set ambitious targets to eliminate disparities in treatment in fitness to practise (FtP) based on ethnicity and gender and to address the disproportionate pattern of FtP complaints received from employers in relation to ethnicity, by 2030.

Improving fitness to practise

By March 2027, our policy, process and guidance will be clear and robust, ensuring our decisions are fair, timely and trusted. People involved in fitness to practise will be better supported and informed, with an active approach to safeguarding.

We will have taken significant steps towards embedding equity. We will be making sound decisions with confidence supported by better case management tools, and data-driven insights, enhancing speed, transparency and accountability.



In the next 18 months we will:

- Embed equity, fairness and inclusion through a new quality framework to drive consistency and proportionality — a key initiative to meet our equality, diversity and inclusion (EDI) targets by 2030.
- Appropriately manage incoming concerns, focusing more of our resource on those that need regulatory action.
- Reduce delays by taking swifter actions at every stage of the process.
- Ensure we make consistent and proportionate decisions, informed where appropriate by clinical advice.
- Improve how we communicate and engage at all stages of our processes, so the public and registrants know what to expect.
- Offer better support and safeguarding for people involved in our processes.

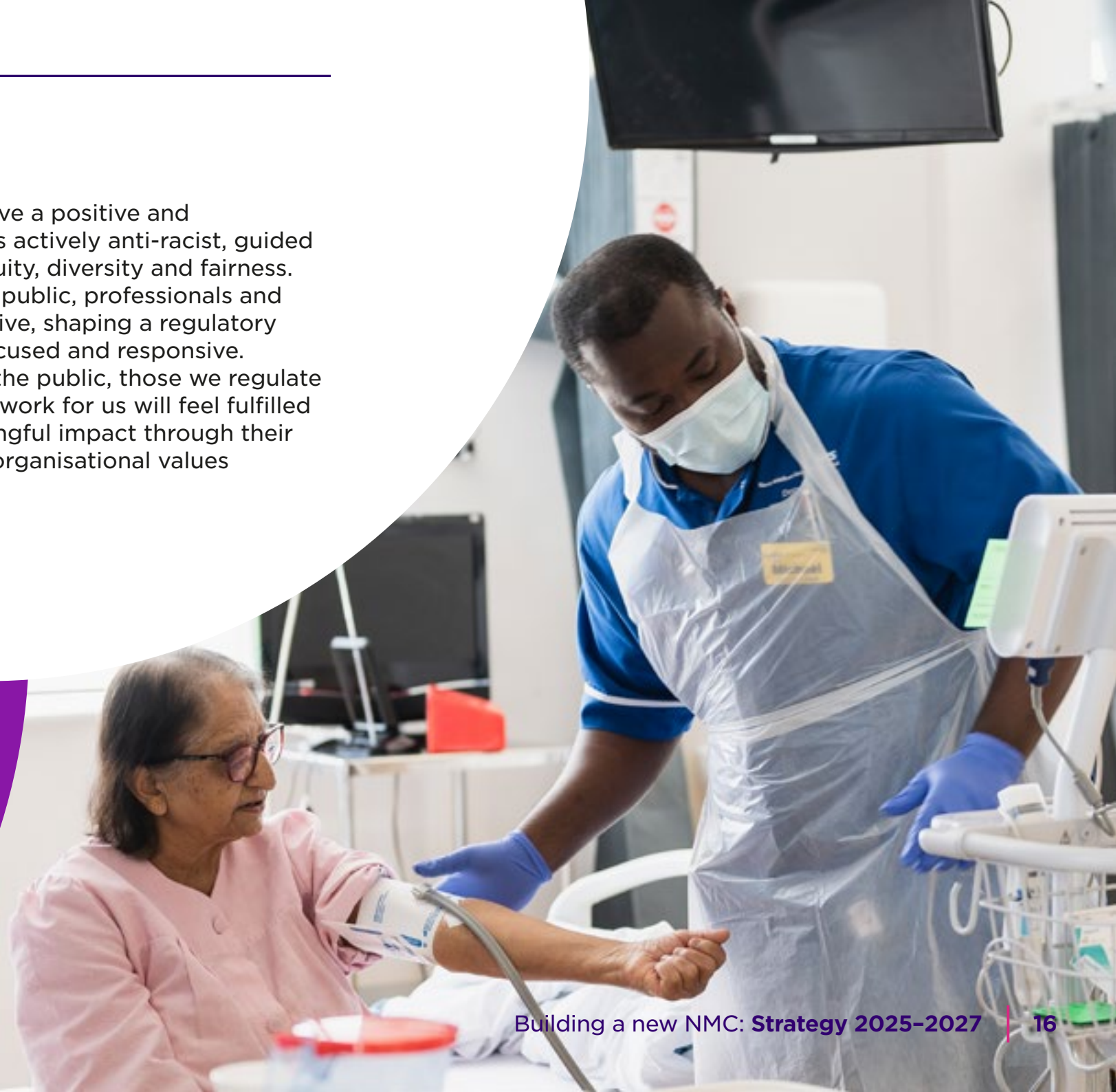


Culture transformation

Our culture is critical to our effectiveness as a regulator and our responsibilities as an employer. We are making good progress, and we are committed to developing the NMC's culture to be open, equitable and cohesive.

Culture transformation

By March 2027, we will have a positive and empowering culture that is actively anti-racist, guided by our commitment to equity, diversity and fairness. Our engagement with the public, professionals and stakeholders will be inclusive, shaping a regulatory approach that is future-focused and responsive. We will rebuild trust with the public, those we regulate and our staff. People who work for us will feel fulfilled and able to make a meaningful impact through their work, guided by our new organisational values and behaviours.





Culture transformation

In the next 18 months we will:

- Create an open and psychologically safe workplace culture where people feel safe to speak up using formal mechanisms and in everyday interactions.
- Enhance wellbeing and work satisfaction, creating happier, more connected teams.
- Ensure our values and behaviours shape our work.
- Embed equity, fairness, inclusion and support in our approach to regulation.
- Work towards eliminating ethnicity, gender and other pay gaps by 2030, supporting career progression for Black, Asian and ethnic minority colleagues and under-represented groups.

Strengthening leadership

Building a new NMC depends on strong, united and values-based leadership. This is a cornerstone of our transformation of the NMC's culture and performance — beginning with the Council and Executive and extending to leaders and managers at every level, recognising that every interaction matters.

Strengthening leadership

By March 2027, our leadership will be more diverse, inclusive and values-driven and our staff will feel more empowered and confident in our leadership — how we communicate, collaborate, take decisions and act with purpose. Team performance and the quality of decision-making will have improved through clearer development frameworks, confident management and the consistent reinforcement of our values.





Strengthening leadership

In the next 18 months we will:

- Embed a united and collaborative Executive Board.
- Ensure the Council both supports and effectively holds to account the Executive Board. We will do this by ensuring we are monitoring key information and progress towards the outcomes we want to achieve.
- Equip leaders at all levels to be values-driven and outcome-focused — with the skills to create and sustain high performing teams.
- Overhaul our governance to provide clarity about delegated authority to encourage ownership, empowerment and accountability at appropriate levels.
- Make progress against our commitments through senior and collective leadership, and in doing so improve our performance in annual Professional Standards Authority reviews.

Modernising the NMC

Effective regulation relies on empowered staff and strong foundations. We will use our resources wisely and make sure we are as efficient as possible. While ensuring we are prudent in the way we spend our money, we will upgrade technology and improve data. These changes will enhance our services, drive efficiency and free up resources to focus on protecting the public. Legislative reform will give us greater flexibility and agility in how we regulate, and modernise our governance by introducing a unitary board. Through continuous improvement and strong governance, we will deliver these reforms and make sure we realise their benefits.

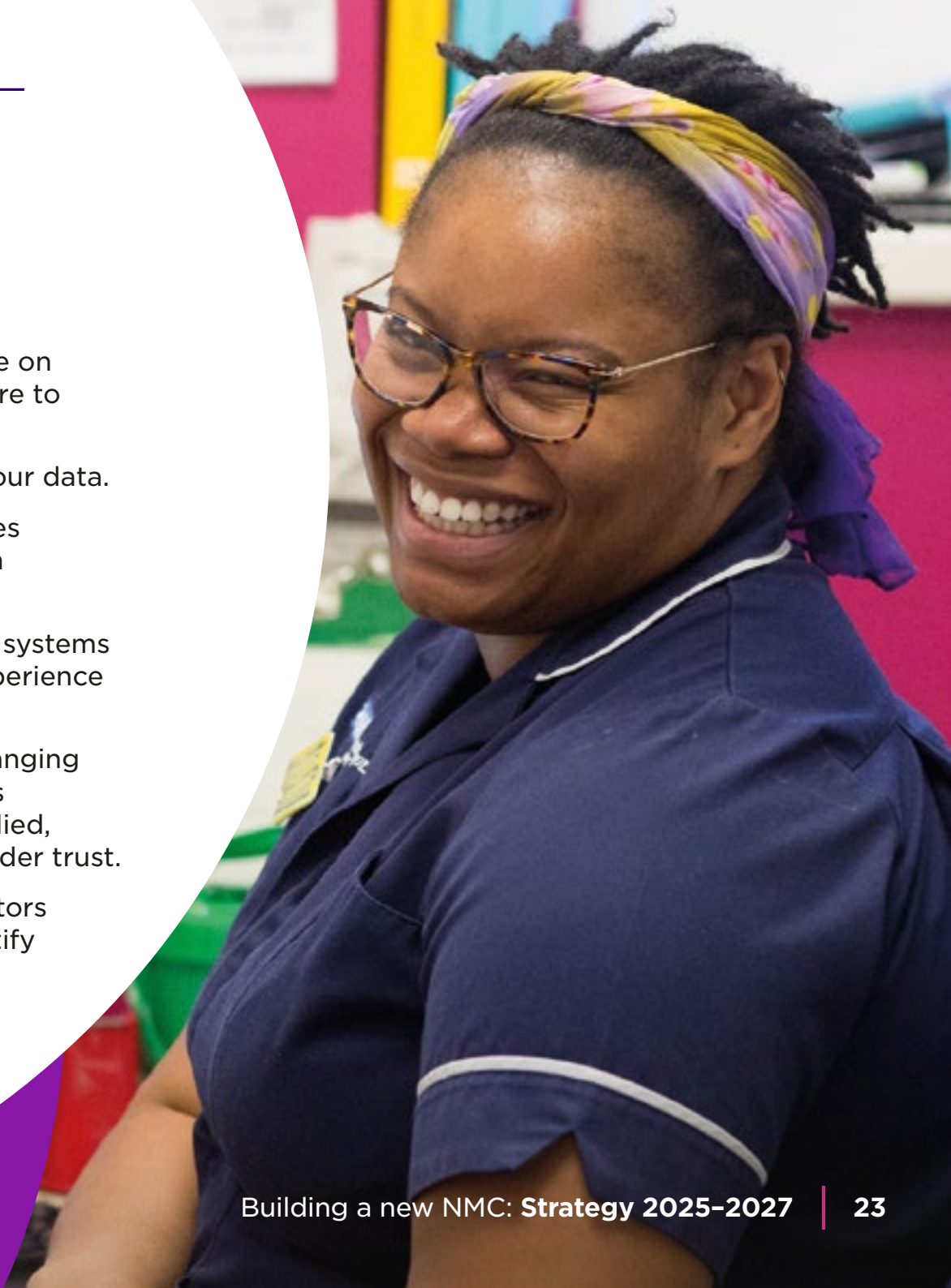
Modernising the NMC

By March 2027, we will have made significant progress in modernising and strengthening our organisational infrastructure. Our systems, processes and technology will be more agile, efficient and effective. We will have better data to provide insight that drives improvements, enhances patient safety and enables quicker, better decisions. Staff will feel empowered and supported with access to the tools they need for more rewarding working lives. A culture of openness and learning will improve our performance. At the same time members of the public and professionals will experience a better customer service from us, including improvements in what can be done online.



In the next 18 months we will:

- Focus on efficiency and sustainability
- Work with the Department of Health and Social Care on the passage of changes to our legislation and prepare to maximise the benefit of the changes we implement.
- Deliver new technology and improve the quality of our data.
- Develop our understanding of emerging technologies including AI as they affect regulation and practice in our professions.
- Upgrade case management and registrant-facing IT systems to increase casework efficiency and improve the experience of interacting with the NMC online.
- Become a listening and learning organisation by changing our culture and processes so lessons from successes and challenges are better captured, shared and applied, improving accountability, performance and stakeholder trust.
- Sustain our strategic relationships with other regulators and wider partners in order to share, learn and identify areas of collaboration.



If you have any questions or for more information, [please do get in touch](#).

This document is also available in Welsh on [our website](#).

Mae'r ddogfen hon hefyd ar gael yn y Gymraeg [ar ein gwefan](#).



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The Nursing and Midwifery Council

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