



People Plan 2022-2025

You said, we listened,
together we act

May 2022

People Plan: a plan for all of us

We can't deliver our vision of safe, effective and kind nursing and midwifery practice without you – our colleagues.



The People Plan sets out how we will improve as an employer, and the benefits this will bring us, the professionals we regulate, and the public we serve.

It sets out how we can attract the best people to our teams, make sure colleagues can progress, and ensure we deliver our commitments of equality, diversity and inclusion (EDI).

Your voice at the centre of the People Plan

The People Plan is rooted in feedback from colleagues, especially from the Your Voice survey, and from our employee networks.

- The plan will help us establish a framework where everyone at the NMC understands their role, thrives at work, and lives the NMC values and behaviours.
- People Services will guide, support, and constructively challenge colleagues.
- Every colleague will be enabled to contribute to a positive culture, develop themselves professionally, and provide feedback and new ideas for continuous improvement personally and professionally.

Our plan

Our plan reflects our colleagues' experiences. It will lay out the challenges ahead, and explain who we want and need our workforce to be. It shows what colleagues should expect from us as their employer and what we expect from them. We've gathered colleagues' feedback and ideas, and combined them with insights and research into best practice. We've also put together a year one delivery plan.

Equality, diversity and inclusion (EDI)

Our [EDI Plan \(2022 – 2025\)](#) sets out our aims for being an inclusive, effective regulator and employer. A detailed set of actions, available from summer 2022, underpins our aims.

“The plan shows what colleagues should expect from us as their employer and what we expect from them”



I Our culture and values

We'll follow our organisation's values and behaviours.

Fair

We treat everyone fairly. Fairness is at the heart of our role as a trusted, transparent regulator and employer.

Kind

We act with kindness and in a way that values people, their insights, situations, and experiences.

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.

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.

The four pillars of our People Plan

Organisation values and behaviours



Finding people

Supporting people

Managing people

Developing people

← Equality, diversity and inclusion (EDI) →

Organisation values, strategy and goals



Pillar one

Finding people

Attracting a diverse talent pipeline and developing our own workforce

We'll be innovative, inclusive and diverse in how and from where we recruit new colleagues. We want to recruit people who are committed to our values, behaviours, and delivering our priorities. We'll make sure colleagues feel welcome and we'll support our talented workforce with their development and career progression.

Workforce planning for the future

We'll introduce a more strategic approach to resourcing that will help us to better manage our organisation and plan our work. This will help us to make informed decisions about our workforce, and to plan and respond to opportunities such as regulatory reform and digitisation.

We want to reduce the ethnicity and gender pay gap every year, measure the success rate of our talent programmes and act on feedback from exit interviews.

“We'll be innovative, inclusive and diverse in how and from where we recruit new colleagues”

Pillar two

Supporting people

Improving the employee experience and creating a healthy workplace

We'll take a more joined up and proactive approach to our colleagues' mental and physical wellbeing.

We'll encourage managers to support their teams to take ownership of their own wellbeing. This means offering a positive work-life balance in a hybrid setting and being clear about our employer responsibilities.

Rewarding our people

One of the significant challenges we have is with pay progression. We have broad pay grades with no visible means of moving through those grades.

We want to help colleagues have a clearer understanding of what total reward is - the combination of pay and benefits. With a detailed review and the establishment of key improvements to employee reward.

Providing colleagues with the tools to do the job

We want to give colleagues the tools and resources to do their jobs effectively.

We'll make sure we build in learning support for teams as we roll out improved technology across the wide programme of work currently underway.

We also want to help all colleagues to use technology to improve their experience and give managers the information they need to lead effectively. This will include improving the candidate journey, online appraisals, and development opportunities.



Pillar three

Managing people

Improving the performance and development culture

We'll embed our values and behaviours in performance expectations and objectives. We'll have regular one-to-ones, looking at our past work and to the future, and we'll support each other to give and receive feedback. This will underpin any future work we do in developing total reward and pay progression.

We'll measure this through the Your Voice survey, feedback from the Employee Forum, manager inductions and by aiming for 100 percent appraisal completion rates.

Improving talent development and career progression

We'll develop our current workforce and establish a talent management programme. We'll start this work in the first few years of the plan, so that it provides us with the skills we need for the future and positively impacts on the ethnicity and gender pay gap. We'll also review our approach to secondments and fixed term appointments.

People policies that represent our values and are enabling

Our people policies will be modern and engaging. We want to ensure they embody our values and behaviours, help us to deliver our corporate strategy, and offer a guiding framework for colleagues.





“We want to make it easier to develop our own talent”

Pillar four

Developing people

Developing colleagues

We want to make it easier to develop our own talent. We'll encourage managers to support their teams to take ownership of their learning and development as we promote the journey towards becoming a learning organisation.

We're creating a learning and development policy, which will map out colleagues' career development, and a management and leadership learning and development framework.

Improving our leadership capability

We want visible, approachable leaders and managers who make a positive difference to our colleagues' and stakeholders' experiences. We'll run a management and leadership development programme that reflects our priorities and values.

Our key priorities

Our commitments represent the key priorities we want to achieve.

Balancing our capacity with business as usual and strategic delivery is a challenge, and we hope this plan can offer clarity and simplicity on our key priorities for 2022-2023. Then we'll carefully review progress and move ahead with our priority commitments for 2023-2024.

2022-2023 priority commitments

Priority one

Total reward

Total reward, including 'the NMC deal' and visible routes to pay progression

Benefits

- Improve employee understanding of their position on the pay scale
- Deliver a modern approach to pay that also delivers for colleagues of all demographics
- Create a 'Deal' that describes our expectations and which clearly lays out the benefits we offer in return
- Foster greater transparency and trust in pay and reward

Pillar/s this priority sits under:

Finding people and supporting people

Priority two

Culture and engagement

Promoting the NMC's values and behaviours and encouraging colleagues to speak up

Benefits

- A safer and more open work environment, where colleagues feel they can call out negative behaviours
- Better performance from a more engaged, inclusive and healthy workforce
- Greater trust and improved dialogue across the organisation

Pillar/s this priority sits under:

Finding people, supporting people, managing people and developing people

Priority three

Leadership and management

Developing capable and confident leadership and management communities

Benefits

- Better work capacity and performance
- A competency framework that's visible and that we can measure through 180 and 360 degree feedback loops

- More opportunities for colleagues to develop leadership and management skills, particularly in relation to diversity and inclusion
- The ability to recognise and manage performance standards

Pillar/s this priority sits under:

Managing people and developing people

Priority four

Progression and development

Greater opportunity for employee progression

Benefits

- Accessible, workable, and realistic career development opportunities for colleagues
- Better employee retention
- Greater opportunities for the NMC to be an employer of choice
- Create subject matter experts and retain corporate knowledge
- Create a more diverse and inclusive workforce at every job level

Pillar/s this commitment sits under:

Supporting people

I Measuring our success

We'll measure our success through channels including the Your Voice survey, by reducing our pay gaps, and through our corporate key performance indicators.

This includes
measures
such as:





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