



ACCESSIBILITY:
This briefing pack can be made
available in large print on request.
Please contact Helen Howard at
hhoward@hunter-healthcare.com

Chair

Candidate pack

Closing date 09:00 on 25 November 2024

Welcome

Transforming our culture and improving the way we regulate

Thank you for your interest in leading our Council.

Our vision is safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing. As the independent regulator of more than 826,000 nurses and midwives in the UK and nursing associates in England, we have an important role to play in making this vision a reality. The professions we regulate affect the lives of everyone in the UK.

We're here to protect the public. We set and promote high education and professional standards for nurses and midwives across the UK, and nursing associates in England, and we quality assure their education. We maintain the integrity of the register of those eligible to practise. And we investigate concerns about professionals – known as 'fitness to practise'.

The NMC is at a turning point, and there has never been a more crucial moment for a values-led and purpose-driven leader

to make a transformative difference to the organisation and the people it serves. In January 2024 we commissioned an **independent review of our culture** and in July we published the **results**. While the review team praised the many dedicated, driven and highly capable staff they met, they found serious failings in our culture, including experiences of racism and other forms of discrimination, as well as bullying, harassment and fear of speaking up.

The review was clear about the link between our culture and regulatory performance. There are people who have been waiting far too long for decisions on fitness to practise cases they are involved in. And we have not always identified the safeguarding or wellbeing needs of people in difficult or vulnerable circumstances.

Our fitness to practise plan aims to improve the safety and quality of people's experiences of our processes – both registrants and those making complaints.



Alongside this we are working to strengthen our safeguarding approach. However, it's clear that we can only deliver improvements in a sustainable way if our colleagues are working in an inclusive, safe environment that enables them to give their best.

We have already begun to lay the groundwork for positive change, and we are now looking for a new Chair to lead us through a multi-year transformation programme for our culture and regulatory work. This will mean providing visible and accessible leadership; guiding, challenging and holding the executive to account; and taking accountability for the delivery of the recommendations from the independent culture review. It will also mean ensuring that the NMC delivers its regulatory functions effectively across the UK.

You can find a full role description on pp10-15 of this pack. We are looking for an outstanding senior leader who will ensure the NMC is equitable and inclusive in its work. You will have a demonstrable commitment to – and track record of promoting – equality, diversity and inclusion, both within internal cultures and in external organisational impact. You must bring a deep understanding of cultural transformation/organisational development,

plus experience of leading and overseeing delivery in complex organisations. And you will need to be passionate about improving health and care for the benefit of people and communities everywhere.

We are committed to developing a Council that is as inclusive as possible in all its strategic discussions and decisions. It is also important that the membership reflects the diversity of the professionals we regulate and the public we're here to protect. We are keen to hear from people with the right skills and expertise from diverse backgrounds, experiences and walks of life.

The role of Chair of Council is never an easy one. It is all the more challenging at a time like this, when internal and external trust and confidence in what we do and how we do it are low. But this also presents an opportunity to create a legacy of positive and lasting change, with enormous benefit to the NMC's people, partners, professions and the public.

If you have the qualities, commitment and expertise we need, we hope you will want to join us.

Nursing and Midwifery Council
October 2024

About us

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).

Our role

Our statutory objectives, which are also our charitable objectives, are set out in the Nursing and Midwifery Order 2001 (as amended). Our over-arching 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.

Shaping the future

Our **Strategy 2020-2025** was co-produced with the public, the professions we regulate and our partners and is based around three key themes: Regulate, Support, Influence.

The Council oversees the delivery of our ambitious strategy and helps to embed sustainable change in the organisation.



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

The Council

The Council is the governing body of the NMC. It sets the strategic direction, takes key decisions, and holds the Executive to account.

The members of the Council are the charity trustees and are collectively responsible for ensuring that the NMC is solvent, well-run and delivers public benefit.

The Council is made up of twelve members: six lay people and six professionals on our register, all appointed by the Privy Council.

We also have an Associate scheme which aims to provide development opportunities to those with future potential. More about our current Associate can be found [here](#). The Chair, Council members and Associates are expected to demonstrate our values and uphold the **Council's Code of Conduct** based on the Seven Principles of Public Life (the 'Nolan principles').

The Council is committed to openness and transparency, holding meetings in public at least six times a year.

More information about how the Council works and its current membership can be found [here](#).

The Chief Executive and Registrar is accountable to the Council. They are supported by an Executive team which is responsible for the day to day running of the organisation. More information about our Executive team can be found [here](#).

Future changes to the Council

The four governments have committed to making changes to our legislation which will involve the Council transitioning from the current fully Non-Executive membership to a governing body which includes both Non-Executive and Executive members (a unitary board model). Based on the current timetable this change is likely to take place in late 2025 or early 2026.



Charitable status

As a registered charity, we must seek to ensure that all our work delivers public benefit. As the charity trustees, Council members, including the Chair, are responsible for ensuring that we do this.

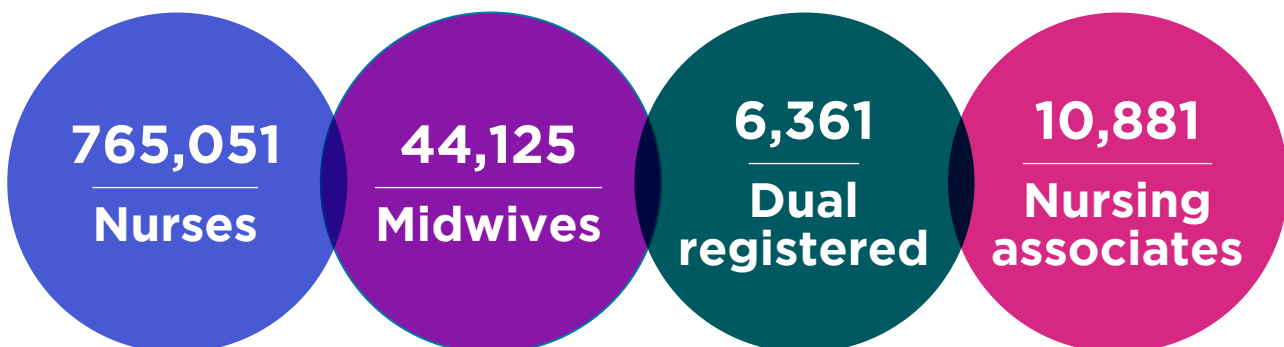
The Council must also take account of Charity Commission and Office of the Scottish Charity Regulator guidance in its decision-making and ensure that it meets statutory reporting requirements, including reporting any serious incidents.

More information about our recent work and plans can be found in the following:

- [Strategy 2020-25](#)
- [Our values and behaviours](#)
- [Corporate plan 2024-26](#)
- [Annual Report and Accounts 2023-24](#)
- [Annual Fitness to Practise Report 2023-24](#)

Our register in numbers

On 31 March 2024 there were:



Our values and behaviours

Just as important as what we do is how we do it, so our values and behaviours determine the way we work.

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.



Role description

The role of Chair is broken down into five key domains – **Strategy, People, Partnerships, Governance and Accountability**, and a **Focus on outcomes and delivery**. All the Chair's activities and decisions must be driven by the NMC's values of being fair, kind, collaborative and ambitious for the NMC and the people it serves.





The five domains of the chair role are explored in more detail in the paragraphs below. Collectively they provide a role description.

The attributes necessary to deliver each of the five domains of the chair role are set out below. Collectively they form the person specification for the chair role.

Strategy

In their **strategic leadership** role, the Chair is responsible for:

- ensuring the Council shapes and oversees achievement of the NMC's vision, values, and strategy by regulating, supporting and influencing effectively
- ensuring that where possible the NMC's strategic direction is reflective of and responsive to changes in national and devolved policy
- ensuring the Council identifies the key internal and external risks facing the NMC, determines its approach and attitude to those risks and ensures the necessary controls are in place to enable them to be mitigated effectively.

To do this effectively, the Chair must be a **strong strategic leader** with:

- experience of leading complex organisations to achieve long-term visions, strategies and large-scale delivery to a broad population
- experience of leading organisations to deliver significant cultural transformation and/or organisational development
- sound appreciation of the four country role of the NMC as a UK wide regulator and understanding of the differing perspectives and policies across the four nations of England, Wales, Scotland and Northern Ireland
- experience of navigating political complexity, to make sense of challenging and changing environments.

Governance/Accountability

In their role as **leader** of the Council, the Chair is responsible for:

- holding the Chief Executive and Registrar and the Executive team to account for delivering the NMC's strategic objectives
- guiding, supporting and challenging the Executive in the delivery of their work
- ensuring the Council works effectively and efficiently, operates within its regulatory framework and complies with its obligations as a registered charity
- making sure the Council collectively and individually fulfils its role, challenges appropriately, and reflects the NMC's values in all of its actions and decisions
- ensuring the Council is focused on the important strategic issues and key risks it faces, taking into account the NMC's current operating environment
- ensuring that the Council receives accurate, high quality, timely and clear information, that the related assurance systems are fit for purpose and that there is a good flow of information between the Council, its committees and senior management
- ensuring the Council has the right balance and diversity of lived experience, skills and expertise
- leading on the continual development of Council members, Associates and their knowledge of the organisation and the wider environment within which it operates
- ensuring that the NMC is responsive to internal and external feedback and handles whistleblowing concerns appropriately.

To do this effectively, the Chair must be **highly skilled in the role, with knowledge and experience of, and commitment to, strong governance and accountability**, with:

- prior non-executive board experience in an organisation of equivalent complexity and/or profile, and size and scale of service delivery
- ability to seek and use the right information to scrutinise, challenge and hold to account in a constructive way
- experience of chairing or managing complex conversations and stakeholder engagements in a cohesive, facilitative, and collegiate way
- appreciation of the important considerations of transforming into a Unitary Board.

People

By setting the right tone for the Council, the Chair is responsible for helping to **shape organisational culture** by:

- providing visible leadership in the development of a healthy, open, inclusive and transparent culture for the organisation and ensuring that this, and the NMC's values - fair, kind, collaborative and ambitious - are modelled in their own behaviour and the behaviour of the Council and in all of its activities
- providing visible leadership on equality, diversity and inclusion and ensuring the NMC is equitable and inclusive in its work
- demonstrating and promoting the Seven Principles of Public Life and the highest standards of ethics, integrity and probity
- ensuring the tone from the top reflects the culture that colleagues, the public, stakeholders and professionals on our register expect
- demonstrating compassionate and inclusive leadership, in particular by providing support, guidance and advice to the Council, Chief Executive and Registrar and the Executive team.

To do this effectively the Chair must be an **excellent people focused communicator** with:

- a genuine commitment to the people we serve and to our colleagues, that informs everything they do
- a demonstrable commitment to compassionate and inclusive, values-led leadership
- experience in creating/maintaining a culture of psychological safety within the boards they have previously chaired
- the ability to support and challenge the Chief Executive and Registrar as they build an executive team to bring about the cultural transformation and delivery improvements needed now and in the future
- the ability to hold both non-executives and executives to account for their behaviour and performance in their individual and collective leadership roles
- the ability to bring a sense of humanity and kindness to their interactions with others and build collaborative and trusting relationships at all levels, both inside and outside the NMC
- a genuine and demonstrable understanding and commitment to advancing equality, diversity and inclusion and ensuring organisations are equitable and inclusive in their work.

Partnerships

In their role as **ambassador**, taking a leading role in the development of **relationships** and **partnership working**, the Chair is responsible for:

- **Externally:** representing the organisation, developing and facilitating strong partnerships, and promoting collaborative, whole-system working, through engagement with the four administrations, stakeholders, partners, professionals on our register, the public and people who use services, taking a co-production approach where appropriate
- **Internally:** representing the Council to colleagues across the organisation, taking a multi-disciplinary approach to engagement and being a visible and accessible leader
- **In all partnership working** ensuring that Council debate is informed by the views of partners, stakeholders, professionals on our register, the public and colleagues.

To do this effectively, the Chair must have the **commitment and ability to work effectively in partnership with others**, demonstrated by:

- a strong desire and proven ability to engage and foster collaborative working with the public, people who use services, professionals on our register and colleagues to achieve positive outcomes
- experience of managing conflict and building consensus across varied interest groups
- a record of ensuring delivery through collaboration.

Focus on outcomes and delivery

In their role as **catalyst for change**, the Chair is responsible for:

- being ambitious and focused in the pursuit of the NMC's core purpose of protecting the public, by discharging its core regulatory functions and promoting confidence in the professions, ensuring that this ambition is reflected in all of the Council's work and the conversations they have as Chair
- driving the achievement of outcomes by holding others to account for delivery
- ensuring the Council is well briefed on all relevant issues – e.g. policy, regulatory reform, partnerships, and societal trends – and that this is reflected in Council discussions and decisions
- fostering a positive and inclusive organisational culture that enables innovation and learning, by being outward-looking, promoting innovation and use of technology, and embedding sustainable change through the Council's business and debate
- actively pursuing improvements in equality, diversity and inclusion and ensuring the NMC is equitable and inclusive in its work
- ensuring the Council maintains an unrelenting focus on NMC continuous improvement.

To do this effectively, the Chair must have **a track record of achievement by focusing on outcomes and delivery**, supported by:

- a strong desire and proven ability to engage with the NMC's purpose and achieve the best sustainable outcomes for the public, people who use services, and professionals on our register
- a good understanding of organisational – including financial – management, with the ability to balance the competing objectives of quality, operational performance at scale, and finance effectively
- the resilience necessary to remain focused on the NMC's core purpose and the achievement of its key objectives whilst balancing continuous improvement through transformational change
- ability to drive achievement of outcomes by holding others to account.



Assessment competencies

We will use the following competencies to assess candidates. These reflect the five key domains and will help you decide if you have the right qualities for our new Chair.

You will need to explain in your supporting statement how your expertise, experience, knowledge, and skills match each of the competencies. We will assess your application against the competencies at every stage of the selection process.

You will need to demonstrate that you meet all the competencies. Please note that you can provide evidence of these competencies from any aspect of your life, experiences and activities, not just through your professional or work roles.

C1 Strong strategic leader:

- experience of leading complex organisations to achieve long-term visions, strategies and large-scale delivery to a broad population
- experience of leading organisations to deliver significant cultural transformation and/or organisational development
- sound appreciation of the four country role of the NMC as a UK wide regulator and understanding of the differing perspectives and policies across the four nations of England, Wales, Scotland and Northern Ireland
- experience of interpreting and reflecting wider political and policy landscapes
- the ability to navigate political complexity and make sense of challenging and changing environments

C2 Highly skilled in the role, with knowledge and experience of, and commitment to, strong governance and accountability:

- prior non-executive board experience in an organisation of equivalent complexity, and/or profile, size and scale of service delivery
- ability to use information to scrutinise, challenge, hold to account and drive outcomes in a constructive way
- experience of chairing or managing complex conversations and stakeholder engagement in a cohesive, facilitative, and collegiate way
- appreciation of the important considerations of transforming into a Unitary Board

C3 Excellent people focused communicator with experience of transformational change:

- a genuine and demonstrable understanding and commitment to equality, diversity and inclusion and ensuring organisations are equitable and inclusive in their work
- ability to support the Chief Executive and Registrar to build an executive team to bring about cultural transformation and delivery improvements
- a demonstrable commitment to compassionate and inclusive, values-led leadership
- the ability to bring a sense of humanity and kindness to their interactions with others and build collaborative and trusting relationships at all levels, both inside and outside the NMC
- experience in creating/maintaining a culture of psychological safety within the boards you have previously chaired

C4 Commitment and ability to work effectively in partnership with others:

- a strong desire and the proven ability to engage and foster collaborative working with the public, people who use services, professionals on our register and colleagues to achieve outcomes
- experience of managing conflict and building consensus across varied interest groups
- a record of ensuring delivery through collaboration

C5 Track record of achievement by focusing on outcomes and delivery:

- a strong desire and the proven ability to engage with the NMC's purpose and achieve the best sustainable outcomes for the public, people who use services, and professionals on our register
- a good understanding of organisational – including financial – management, with the ability to balance the competing objectives of quality, operational performance, and finance effectively
- the resilience necessary to remain focused on the NMC's core purpose and the achievement of its key objectives balanced against the need for improvement through transformational change
- ability to drive achievement of outcomes by holding others to account

Additional information

Time commitment

We envisage a time commitment of three days a week.

But we want to be honest and realistic that more time may be needed as you settle into the role and depending on the issues facing us. This time commitment includes preparation for, and chairing, meetings and other events and a wide range of other activities. If you apply, you will be expected to confirm that you are able and willing to meet this time commitment.

Most Council meetings and Seminars are held in London or online, but meetings and events may also be held in Scotland, Northern Ireland, Wales, and other parts of England. The Council meeting schedule for 2025-2026 can be found [here](#).

It's important that you are available to attend Council meetings and Seminars.

Remuneration

The current agreed allowance for the Chair is £78,000 a year.

Allowances are subject to applicable deductions for PAYE income tax and national insurance contributions.

You will also be reimbursed for reasonable travel and out-of-pocket expenses incurred on NMC business, in accordance with the Council's travel and expenses policy.

We are committed to ensuring we make any reasonable adjustments for travel and accommodation for all Council members, including the Chair.

This includes adjustments for those who are pregnant or who have either a temporary or permanent disability.

Will I receive training and development?

All new Council appointees receive a comprehensive introduction to the work of the Council and the NMC, as well as ongoing opportunities for development both on an individual and collective basis.

Eligibility

You will need to check that you are eligible for appointment and that you are not disqualified. The grounds for disqualification from appointment to the Council can be found in the **information form**.

The role is open to both lay and registrants.

To be a lay candidate:

- You must not be, or ever have been a registered nurse, midwife or nursing associate; and
- You must be able to confirm that you do not hold qualifications that would enable you to apply to be a registered nurse, midwife or nursing associate.

To be a registrant candidate:

- You must hold current registration with the NMC with no restriction on your practice and be willing to maintain your registration while serving on the Council, including revalidating as necessary.
- Your registration with the NMC must not cease at any time during your term of office, otherwise you will no longer be able to continue as Chair. In considering whether to apply for this role, you will therefore need to commit to maintaining your registration throughout the full term of your appointment.

Disqualifications

Before applying to be a Council member, you need to be sure that you are not disqualified from taking up office as a Council member or disqualified from being a Charity Trustee. As part of your application, at section 5 of the **information form**, you will be asked to confirm this. The grounds for disqualification from appointment to the Council can be found **here**. Please read this information carefully before you apply.

If you are unsure about any issues relating to public confidence, eligibility, or any potential conflicts of interest, please declare the information or interest or seek advice from Helen Howard at **hhoward@hunter-healthcare.com** who will check with the NMC Secretariat if necessary.

Use of personal information

We recognise that you may want to know how we will use and protect your personal information. All the information you provide will be used for the purposes of these appointments. The way we collect and use your personal information is described in this **privacy notice**. We are committed to protecting the privacy and security of all your personal information and will do so in accordance with data protection law, including the General Data Protection Regulation (GDPR).

As indicated earlier, we will undertake our own background checks based on the information you provide.



Public confidence

Integrity and upholding the seven principles of public life are critical to this role. If you know of any professional or personal issues which may cause embarrassment or bring the NMC or Privy Council into disrepute, please declare these in section 4a of the **information form**.

As part of your application we ask you if you have any unspent criminal convictions. If you are appointed as Chair, we may ask you to provide a basic disclosure check from the UK Disclosure and Barring Service (DBS) (previously known as Criminal Records Bureau (CRB)).

Please note that we will undertake thorough background checks including undertaking online searches of social and other media. We will also obtain references before interview. If any issues are identified, we will need to explore those with you during the selection process.

If you reach final interview stage, you will be asked for documentary evidence of your right to live and work in the UK in the form of your passport or similar documentation.

How long will I be appointed for?

The initial term will be for a period of three years.

As mentioned, expected government regulatory reform proposals mean that the current Council is due to transition to a unitary board model, most likely in late 2025 or early 2026. Some changes to Council membership may be necessary as a result and your initial term may change. Subject to regulatory reform and satisfactory performance and the views of the Council and key stakeholders, you may be eligible for reappointment for a further term.

Conflicts of Interest

As part of your application you are asked to declare any actual or potential conflict of interest or loyalty that could be perceived as relevant to the NMC. Please read the guidance **here**.

Complaints

We are committed to processes and procedures that are fair, transparent, and free from discrimination.

Complaints about any aspect of the appointment process for the Chair role will be monitored, recorded, and handled promptly.

If you are unhappy with any aspect of the appointment process, we will seek to resolve your concerns at an early stage and, in any event, within one month of notification of the Privy Council's decisions.

If you have a complaint, you can make this in writing, by email to the Secretary to the Council matthew.hayday@nmc-uk.org.

Your complaint will be acknowledged within two working days with a target response time of 20 working days.

Following investigation by the Secretary, if you are still not satisfied, you can ask the Secretary to refer your complaint to the Chair of the Selection Panel for consideration and a response. Your complaint will be acknowledged within two working days with a target response time of 20 working days.

If you are still not satisfied with the response after you have been through these routes, you may raise your concern with the Privy Council Office at enquiries@pco.gov.uk.

Equality, Diversity and Inclusion

The Council is committed to ensuring that its membership reflects the diversity of the public it serves and the professionals it regulates. We know that having different voices, perspectives, knowledge, and insight will help us make better decisions.

The Selection Panel will take a positive action approach. This means that where the Selection Panel is satisfied that two or more candidates are of equal merit, it may decide to recommend a candidate with a protected characteristic.

To achieve our aim of being an inclusive organisation, we ask you to complete an equality and diversity monitoring form which will be separated from your application on receipt. We use the information you give us only for monitoring the diversity of applicants and appointees to our Council. We will not use it in the selection process, except in the event of positive action being taken and our Selection Panel will only see a high-level summary in an anonymised form so that you cannot be identified. The information will tell us whether our processes could be unfairly impacting on certain groups. We might need to share anonymised data with the Selection Panel, the Privy Council and the Professional Standards Authority for Health and Social Care.

How to Apply

The closing date for applications is **09.00 on Monday 25 November 2024**.

You will need to complete and submit:

- A statement on why you are suitable for the role (no more than two pages). Please make sure you say how you meet the competencies set out on pages 16 and 17.
- Your CV (no more than three pages).
- The completed **information form**: we strongly encourage you to complete the equality and diversity section of the form please.

All applications should be sent to: **applications@hunter-healthcare.com**. All applications will be acknowledged. We are sorry but we won't be able to consider incomplete applications or applications received after the deadline.

If you have any queries regarding the above or would like further information about the role and selection process, please contact Rhiannon Smith or Jenny Adrian on 07939 250362 or **jadrian@Hunter-Healthcare.com**.

Selection process

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination.

The Council has appointed a Selection Panel to conduct the process. The selection process will be evidence-led and at each stage you will be assessed against the competencies set out on pages 16 and 17.

The Panel will make a recommendation for appointment to the Privy Council.

The Professional Standards Authority for Health and Social Care is responsible for advising the Privy Council as to whether it can have confidence in our selection process, based on anonymised information about our process.

If you are invited to interview, we will meet reasonable travel and accommodation costs. We will provide any reasonable adjustments for travel and accommodation for candidates who are pregnant or have a temporary or permanent disability.



Selection Panel members

The members of the Selection Panel are:

- **Sir David Behan**
Chair of the Panel (independent)
- **Dr Lynne Wigens OBE**
Registrant Council member and Vice Chair of Council
- **Anna Walker CB**
Lay Council member and Vice Chair of Council
- **Eileen McEaney MBE**
Registrant Council member
- **Radhika Seth**
Independent member

Summary of key dates

| | |
|----------------------|------------------|
| Application Deadline | 25 November 2024 |
| Longlisting | 9 December 2024 |
| Shortlisting | 14 January 2025 |
| Interviews | 31 January 2025 |

Application process

| Date | Activity |
|--------------------------------|---|
| 24 October 2024 | <p>Applications open</p> |
| 09:00 on 25 November 2024 | <p>Applications close</p> <p>Applications will only be valid if we receive all of the following:</p> <ul style="list-style-type: none"> ● Supporting statement ● CV ● Completed information form <p>We also strongly encourage candidates to complete and return our equality and diversity monitoring form</p> <p>Please ensure you submit your application by the closing time, as we cannot consider late applications.</p> <p>At this point, we will check all valid applications:</p> <ul style="list-style-type: none"> ● To confirm eligibility; ● To confirm that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and ● To identify any potential conflicts of interest that may need to be discussed. |
| 25 November to 2 December 2024 | <p>Preliminary sift stage</p> <p>The Search Consultants will undertake a preliminary assessment of all applications against the competencies.</p> |
| 9 December 2024 | <p>Selection Panel Longlisting stage</p> <p>The Selection Panel will review all applications and the preliminary assessment made by the Search Consultants against the competencies.</p> <p>The Selection Panel will then decide which applicants will be invited to a preliminary interview with the Search Consultants. We will let you know the outcome of this stage as soon as we can.</p> |
| 10 to 20 December 2024 | <p>Preliminary Interview stage</p> <p>The Search Consultants will conduct preliminary interviews with all longlisted candidates against the competencies.</p> <p>We hope that it will be possible to hold these preliminary interviews in person but, if travel is still limited and social distancing is in force, interviews will be conducted virtually.</p> |

| Date | Activity |
|-----------------------|---|
| 14 January 2025 | <p>Selection Panel Shortlisting Stage</p> <p>The Selection Panel will review the outcome of all the preliminary interviews against the competencies.</p> <p>The Selection Panel will then decide on the shortlist of candidates who will be invited to final interview.</p> |
| 15 to 24 January 2025 | <p>Pre-interview checks</p> <p>The search consultants and the NMC will:</p> <ul style="list-style-type: none"> ● Carry out due diligence checks on your professional and person history (including social media checks); and ● Take written references from your nominated referees. |
| 15 to 24 January 2025 | <p>Final Stages</p> <p>If shortlisted, you will be asked to attend discussions with:</p> <ul style="list-style-type: none"> ● Council members not on the Selection Panel ● Executive team ● Chairs of our staff networks and Unison employee representatives <p>Please note that structured feedback from these sessions will be provided to the Chair of the Selection Panel and may be used to inform planning for final interviews. No candidates will be ruled out of the process as a result of these discussions.</p> <p>Please note that these discussions do not form any part of the selection process.</p> <p>You will also be invited to attend a final interview.</p> |
| 31 January 2025 | <p>Selection Panel Final Interview</p> <p>The Selection Panel interview will last around 60-90 minutes and will focus on questions against the competencies. You may be asked to give a presentation on a topic chosen by the Panel and, if so, will be given advance notice of this.</p> <p>Following interviews, the Selection Panel will decide who should be recommended for appointment to the Privy Council.</p> |
| Mid February 2025 | <p>Privy Council decision on appointment</p> <p>If you are successful, the Privy Council will write to you offering the appointment.</p> <p>We will advise unsuccessful candidates as soon as possible and we will provide feedback if requested.</p> |

nmc Nursing & Midwifery Council

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