



ACCESSIBILITY:

This briefing pack is available in other formats on request, such as, braille or large print. Please contact Rhiannon Smith at rsmith@hunter-healthcare.com.

Council member appointments (lay and registrant)

Candidate pack

Closing date 12:00 noon on 19 June 2025



Welcome

Improving the way we regulate



We are the independent regulator for more than 841,000 nurses and midwives in the UK and nursing associates in England. We want to improve how we protect the public by supporting safe, effective and kind nursing and midwifery care that improves everyone's health and wellbeing.

This is a pivotal time for the NMC as we work to earn back trust and confidence in our ability to protect the public through the effective regulation of nurses, midwives and nursing associates.

As a Council, we have approved our corporate plan for 2025-2026 which outlines the activity we will deliver to help achieve this.

Phase one of the plan is recovery, and our resources and efforts will focus on the effective delivery of our core regulatory functions: setting standards, education quality assurance, registration, revalidation and fitness to practise – underpinned by a clear programme of cultural transformation.

We are looking for two Council members to support us as we move through the recovery phase to stabilise and rebuild:

- a professional currently on our register who can bring senior level experience in leading or managing culture change and/or organisational development
- a lay person with performance management related expertise who can chair our Finance and Resources Committee

We want the Council to reflect our society in all its diversity and be attuned to the needs of the communities we serve and the professionals we regulate. The current membership of the Council does not reflect the diversity of the UK or the NMC's register so we are particularly keen to hear from people with the right skills and expertise from Black, Asian and ethnic minority backgrounds.

You will be joining a Council united in our commitment to improve how we protect the public and our own performance. If you have the qualities and commitment we need to help us become a better regulator; I look forward to receiving your application.

Ron Barclay-Smith

Chair

Nursing and Midwifery Council

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.



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.

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 within the next three years.



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.

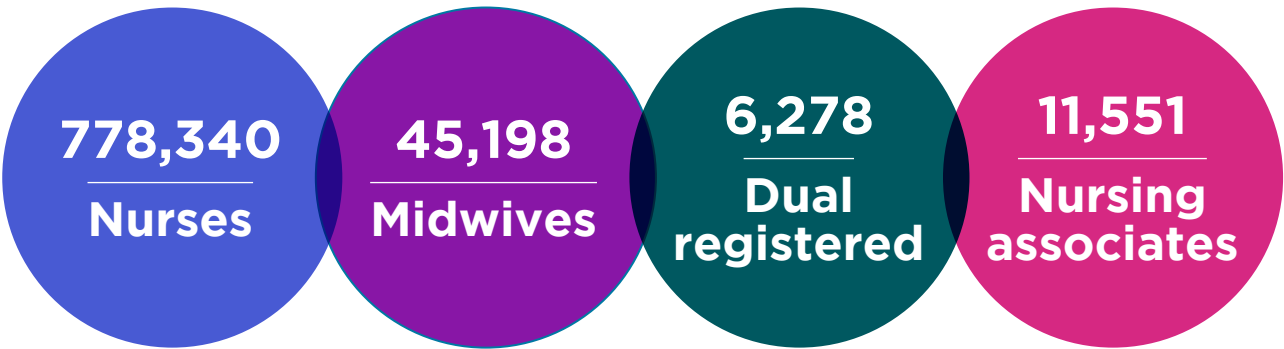
The Council must also take account of Charity Commission and Office of the Scottish Charity Regulator guidance in its decision-making and ensure that it meets statutory reporting requirements, including reporting any serious incidents.

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

- **Our values and behaviours**
- **Corporate Plan 2025-26**
- **Culture Transformation Plan 2025-28**
- **Annual Report and Accounts 2023-24**
- **Annual Fitness to Practise Report 2023-24**

Our register in numbers

On 30 September 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.



What does a Council member do?

As a Council member you must be committed to public protection and to our statutory purpose.

You must have the courage to speak out and challenge, working collectively with fellow members and communicating confidently both within and outside the organisation. The role of Council members is to:

Provide strategic direction for the NMC:

- Taking responsibility for corporate strategy, business plans and budgets and the development of the framework for reviewing policy and operational performance.
- Overseeing the development of policy and taking major policy decisions.

Ensure and review the effectiveness of the NMC in fulfilling its statutory purpose:

- Ensuring that the focus of the organisation is on the core purpose of public protection.
- Evaluating the effectiveness of the Council in fulfilling its statutory purpose.

Provide oversight of NMC operations, ensuring that they are aligned with strategic direction:

- Holding the Executive team to account for the management of day-to-day operations, ensuring that resources are used effectively and appropriately.
- Holding the Executive to account for ensuring that NMC operations are organised in ways which facilitate the delivery of core functions to best effect, and that this is kept under review as circumstances change.



Monitor the external relationships of the NMC, to ensure that the confidence of the public and of stakeholders is maintained:

- Ensuring that the NMC has measures in place to engage with stakeholders and with other relevant organisations and government agencies in the four countries of the UK.
- When appropriate, act personally to support and promote the interests of the NMC externally.

Fulfil all responsibilities as charity trustees for the NMC:

- Ensuring that the NMC acts at all times within the framework of charity law and fulfils its charitable purposes.
- Taking responsibility for all appropriate functions, including property management; the employment of staff; health and safety; and equality and diversity.

The roles

We are seeking two Council members:

- A professional currently on our register with senior level experience in leading or managing culture change and/or organisational development; and
- A lay person with performance management related expertise who can chair our Finance and Resources Committee and also sit on our Audit and Risk Committee.

Applicants for either role can live or work in any of England, Wales, Scotland or Northern Ireland.

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 current membership of the Council does not reflect the diversity of the NMC's register in respect of ethnicity. We are keen to hear from people with the right skills and expertise from all backgrounds, particularly those from Black, Asian and ethnic minority communities.


If you would need any help or adjustments to carry out the role, we are happy to provide the support and help you need.

In line with these commitments, 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 for the same role, taking account of the existing Council membership, it may decide to recommend a candidate with a protected characteristic.

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**.

Registrant Council member: 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.



If your registration with the NMC ceases at any time during your term of office, you will no longer be able to continue as a Council member. 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.

Lay Council member: You must not be, nor ever have been, a registered nurse, midwife or nursing associate and 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.

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](#).


Assessment of competencies

We will use the following competencies to assess candidates.

These will help you decide if you have the right qualities to join our Council.

You will need to explain in your supporting statement how your expertise, experience, knowledge, and skills match each of the **competencies** (including the relevant critical competency).

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 relevant 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.

Essential competencies for both roles:

1. Understanding of, and commitment to, the protection of the public through professional regulation.
2. Clear appreciation of the non-executive role, and how executives should be held to account through constructive challenge.
3. Ability to contribute to an organisation at a strategic level, demonstrating analytical skills and sound judgement.
4. Capacity to understand and contribute to the organisational and business issues with which the Council deals.
5. Ability to work successfully as part of a team, respecting and listening to others, earning the respect of colleagues, and contributing constructively to collective decision-making processes.
6. Understanding of the role of a charity trustee, and capacity to fulfil this role effectively.
7. Personal commitment to good governance and upholding the recognised principles of public life.

Critical competency for registrant candidates only:

8. Senior level experience in leading or managing culture change and/or organisational development.

Additional skills for registrant candidates:

We particularly welcome applications from candidates who meet the competencies and can also bring skills in areas such as:

- leading on policy and practice in safeguarding and protecting people at organisational and multiagency levels; and/or
- senior leadership in higher education; and/or
- senior leadership in community based nursing services and/or social care

If you can bring skills in any of these areas, please do draw this out in your statement on why you are suitable for the role.

Critical competency for lay candidates only:

9. Board/senior level performance management expertise and understanding of the exercise of good financial management in a large and complex organisation delivering services to people.



Time and remuneration

Time commitment

We envisage a time commitment of three days a month.

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 meetings and 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 from 1 October 2025 can be found [here](#) and the meeting schedule for 2026-2027 can be found [here](#).

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

Remuneration

The current agreed allowance for Council members is £15,166 a year. There is an additional allowance of £2,000 for the Chair of the Finance and Resources Committee.

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



How long will I be appointed for?

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

As mentioned, expected government regulatory reform proposals mean that the current Council is due to transition to a unitary board model, most likely within the next three years. Some changes to Council membership may be necessary as a result and your initial term may change. Subject to regulatory reform and satisfactory performance, you may be eligible for reappointment for a further term.

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.



How to apply

The closing date for applications is
12.00 noon on Thursday 19 June 2025.

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 page 14.
- 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 on 07860 773860 or **rsmith@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 page 14.

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:

- **Ron Barclay-Smith**
Chair of the Council (Lay)
- **Flo Panel-Coates**
Registrant Council member
- **Lindsay Foyster**
Lay Council member
- **Radhika Seth**
Independent member

If you would like an informal conversation with a Council colleague, please get in touch with Mary Anne Poxton maryanne.poxton@nmc-uk.org

Summary of key dates

Application Deadline	19 June 2025
Longlisting	08 July 2025
Shortlisting	13 August 2025
Interviews	10 and 11 September 2025
Appointment/Induction	1 October 2025 (or asap thereafter)

Timetable

Key dates	Stage
Thursday 22 May 2025	Applications open
Noon on Thursday 19 June 2025	Applications close <p>Applications will only be valid if we receive all the following:</p> <ul style="list-style-type: none"> ● Your statement of suitability for the role ● Your CV ● A completed information form: we strongly encourage candidates to complete and return our equality, diversity and inclusion monitoring form. <p>Please ensure you submit your application by 12.00 noon, 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.
20-30 June 2025	Initial sift stage <p>Hunter Healthcare will undertake an initial assessment of all applications against the competencies.</p>
08 July 2025	Longlisting stage <p>The Selection Panel reviews all applications and the preliminary assessments by the Search Consultants against the competencies. The Selection Panel then decides 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>
09 July – 01 August 2025	Preliminary interview stage <p>The Search Consultants conduct preliminary interviews with all longlisted candidates against the competencies. Preliminary interviews will be held virtually.</p>
13 August 2025	Shortlisting stage <p>The Selection Panel reviews the outcome of all the preliminary interviews against the competencies. The Selection Panel then decides on the shortlist of candidates who will be invited to final interview.</p>

Key dates	Stage
14 August – 05 September 2025	<p>Pre-interview checks</p> <p>We will:</p> <ul style="list-style-type: none"> ● Carry out due diligence checks on your professional and personal history (including social media checks); and ● Take written references from your nominated referees. <p>Final stages</p> <p>If shortlisted, you will have an opportunity for an individual discussion with the Interim Chief Executive and Registrar. A standard list of topics will be covered.</p> <p>Please note that the discussion with the Interim Chief Executive and Registrar does not form any part of the selection process.</p> <p>You will also be invited to attend a final interview.</p>
10 and 11 September 2025	<p>Final interview</p> <p>Interviews will be held in person in London.</p> <p>The Selection Panel interview will last around 60 minutes and will focus on questions against the competencies. You will be asked to give a presentation on a topic chosen by the Panel and will be given advance notice of this.</p> <p>Following interviews, the Selection Panel will decide who should be recommended to the Privy Council for appointment.</p>
September 2025	<p>Privy Council decision on appointment</p> <p>If you are successful, the Privy Council will write to you offering the appointment. We will advise unsuccessful candidates as soon as possible and we will provide feedback if requested.</p>
1 October 2025 (or asap thereafter)	Appointment/induction

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 Council member roles 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 Head of Governance maryanne.poxton@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 Head of Governance, if you are still not satisfied, you can ask the Head of Governance 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.

nmc Nursing & Midwifery Council

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