



Appointments Board Chair and Members 2024

Closing date: Noon on Thursday 7 March 2024

Welcome



Thank you for your interest in joining our Appointments Board

The Nursing and Midwifery Council (NMC) is the independent regulator for more than 808,000 nurses and midwives in the UK and nursing associates in England.

Working on behalf of the public, we support nursing and midwifery professionals to deliver the care we all want – safe, effective, and kind.

We're seeking:

- Two members to join our Appointments Board
- A new Chair of the Appointments Board

We are keen to hear from people with the right skills and expertise from across all four UK countries, diverse backgrounds, experience and walks of life.

The NMC's core role is to regulate. This includes investigating concerns raised with us about nurses, midwives and nursing associates.

Our work in this area only affects a very small number of the professionals on our register each year. But investigations can sometimes result in a fitness to practise hearing. It's vital that the fitness to practise panels that hear these cases make high quality decisions which protect the public and promote confidence in our professions.

The Appointments Board is responsible for ensuring that effective arrangements are in place for the selection, training and performance management of panel members and legal assessors. It also oversees the NMC's approach to the management of panel members and legal assessors. In carrying out its role, the Appointments Board must ensure that its work is aligned to the Council's strategic aims, including our corporate priority to reduce our fitness to practise caseload safely and our commitment to kind and considerate regulation for all those involved in cases.



The NMC's values – to be fair, kind, collaborative, and ambitious – along with our commitment to equality, diversity, and inclusion, underpin everything we do.

Successful applicants will need to combine a strategic approach with expertise in the areas of human resources, including recruitment and training; a sound understanding of managing contractors; excellent communication skills; a good understanding of governance and a commitment to the Standards of Public Life. Expertise in change and transformation; and organisational development would be advantageous.

If you believe you have the expertise, commitment, and experience needed to be the Chair or a member of the Appointments Board, I hope you will want to join us as we seek to deliver outcomes that will best protect patients and the public.

Sir David Warren

Chair of the Nursing and Midwifery Council and
Chair of the Selection Panel

“Being a member of the Appointments Board is a great opportunity to learn more about the NMC’s work and play an important part in relation to its fitness to practise activities which help keep the public safe.”

Appointments Board member

ACCESSIBILITY:

This briefing pack is available in other formats on request, such as, braille or large print.

Please contact James McLeod at jmcleod@hunter-healthcare.com.

About us

We're the independent regulator for nurses and midwives in the UK, and nursing associates in England.

We're a statutory 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're 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 overarching 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.

REGULATE

SUPPORT

INFLUENCE



How we regulate

Our core role is to **regulate**. First, we promote high professional standards for nurses and midwives across the UK, and nursing associates in England. Second, we maintain the register of professionals eligible to practise. Third, we investigate concerns about nurses, midwives and nursing associates – something that affects less than one percent of professionals each year. We believe in giving professionals the chance to address concerns, but we will always take action when needed.

To regulate well, we **support** our professions and the public. We create resources and guidance that are useful throughout people's careers, helping them to deliver our standards in practice and address new challenges. We also support people involved in our investigations, and we are increasing our visibility – so people feel engaged and empowered to shape our work.

Regulating and supporting our professions allows us to **influence** health and social care. We share intelligence from our regulatory activities and work with our partners to support workforce planning and sector-wide decision making. We use our voice to speak up for a healthy and inclusive working environment for our professions.

More information

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

- [Our strategy 2020-2025](#)
- [Corporate Plan 2023-2025](#)
- [Annual Report and Accounts 2022-2023](#)
- [Annual Fitness to Practise Report 2022-2023](#)

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.

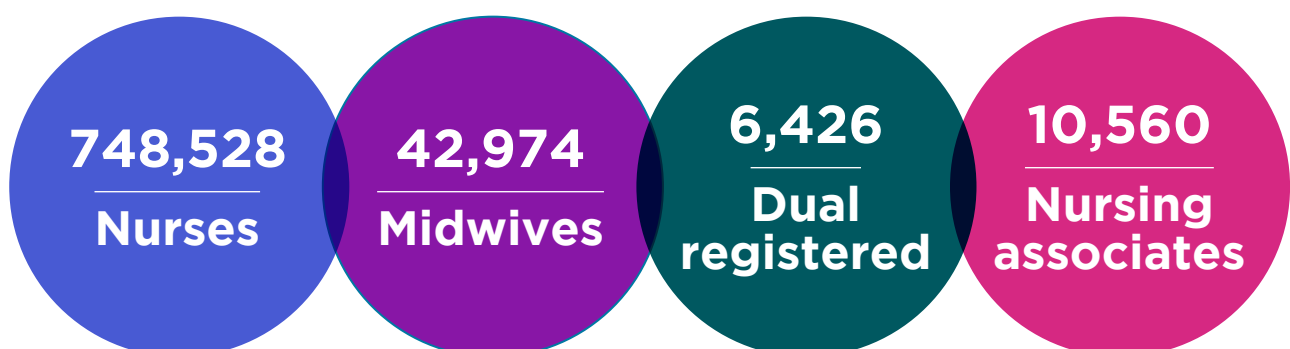
The Council is made up of twelve members: six lay people and six professionals on our register, all appointed by the Privy Council.

We also have two Associates appointed by the Council through our scheme to provide development opportunities for those with potential to become Non-Executive Directors of the future.

The Council is supported in fulfilling its role by a number of committees, including the Appointments Board.

Our register in numbers

On 30 September 2023 there were:





“It’s been both a pleasure and a privilege to act as Chair of the Appointments Board for the past six years – working with my fellow Board members and NMC colleagues to help ensure that we have sufficient Panel Members who make high quality decisions that protect the public and maintain public confidence in the nursing and midwifery professions.”

Jane Slatter, Chair of the Appointments Board

Appointments Board

The Appointments Board is composed entirely of independent members (members who are not also Council members or professionals on our register), and it advises the Council on the appointment of fitness to practise panel members and legal assessors.

We are seeking two new members of the Board, one to take office from May 2024 and the other from October 2024, and a Chair to take office in August 2024.

We hope that all three can join meetings from May 2024 as part of handover/induction.

The Appointments Board is responsible for:

- advising the Council on the appointment of legal assessors and panel members;
- approving policies governing the recruitment and selection, induction and development, appraisal and performance management of panel members and legal assessors; and
- overseeing the contractual arrangements governing panel members' and legal assessors' relationships with the NMC.

Role descriptions

Members of the Appointments Board play a valuable role, providing expertise and experience in making recommendations to the Council on the appointment and reappointment, training and performance management of panel members and legal assessors who participate in fitness to practise hearings.

The role of members includes:

- preparing for and actively participating in scheduled meetings of the Appointments Board.
- contributing your knowledge and expertise to ensure effective oversight, scrutiny and constructive challenge.
- participating in an annual appraisal of your own performance and contributing to an annual evaluation of the effectiveness of the Board as a whole.



- upholding the public interest and carrying out your role in accordance with the NMC Members' code of conduct, our values (fair; kind; collaborative; and ambitious) and **The Seven Principles of Public Life**.
- following best practice in relation to equality, diversity and inclusion, complying fully with the NMC's responsibilities under anti-discrimination legislation and ensuring the NMC's equality objectives are upheld.

Additionally, the role of Chair includes:

- forging and maintaining productive working relationships with the Chair of Council and lead officer for the Appointments Board.
- ensuring that meetings are conducted in line with standing orders and that the Board operates within its terms of reference¹.

- leading the Board in providing effective oversight, scrutiny, and constructive challenge.
- enabling all members to contribute appropriately to discussions.
- undertaking annual appraisals of Appointments Board members.
- participating in an annual appraisal of your own performance and contributing to an annual evaluation of the effectiveness of the Board as a whole.
- providing assurance and making recommendations on behalf of the Board to the Council on various aspects of training, contracts and appointments of Panel Members and Legal Assessors; and
- leading the Board in behaving in accordance with the NMC Members' code of conduct and **The Seven Principles of Public Life**.

¹ Terms of reference for the Appointments Board can be found on page 19.

Competencies

We will use the following four competencies to assess candidates at every stage of the selection process.

NOTE: You will need to explain in your supporting statement how your expertise, experience, knowledge, and skills match each of the competencies. You can provide evidence of these competencies from any aspect of your life, experiences and activities, not just through your professional or work roles.

Competency 1: Understanding of the public and stakeholder interests

- 1.** Ability to command the trust and confidence of the public/patients, registrants and NMC stakeholders, as well as other Board members and key executive colleagues at the NMC.
- 2.** A genuine interest in making a significant contribution to public protection and safeguarding the health and well-being of patients and the public.
- 3.** An understanding of the objectives of professional regulation in relation to upholding public interest and safeguarding the health and wellbeing of the public.

Competency 2: Ability to influence and communicate effectively

- 1.** Excellent communication skills, both oral and written, with the ability to present views clearly and succinctly, using well-reasoned arguments.
- 2.** Ability to operate effectively as a committee/board member, constructively challenge the opinions of others as well as to accept challenge with confidence and maturity.
- 3.** Show respect for the views of others, listen, give serious consideration to other positions and explore options.



Competency 3: Strong analytical skills and sound judgement

1. Ability to assimilate complex information in order to form opinions and reach sound conclusions.
2. Press for sufficient and relevant information; probe the facts and challenge assumptions.
3. Critically evaluate information provided and reach sound conclusions.
4. Open-minded, able to bring their own experience to bear on issues under discussion and exercise sound judgement.
5. See the wider issues and implications of a problem or situation.

Competency 4: Proven track record of senior level human resources experience, including management of contractors

1. Understanding and expertise in recruitment, training, appraisal and disciplinary processes within a sizable organisation.

2. Knowledge of equality and diversity issues relating to recruitment and performance management.
3. Expertise in, or a good understanding of, procurement or contract management.

Additional competency for the Chair role: Strong leadership and chairing skills

1. Ability to demonstrate effective leadership and motivational skills and the ability to think strategically.
2. Effective influencing skills.
3. Ability to lead discussions to an appropriate conclusion, enabling and encouraging all members to participate.
4. Ability to manage and resolve conflict in order to gain fair and acceptable outcomes.
5. Ability to identify areas for improvement by constantly reviewing approach, practices and procedures.
6. Knowledge and understanding of the role of the Chair and non-executive directors

Terms of appointment

The initial term of office for the Chair and members will be for a period of up to three years.

Expected government regulatory reform proposals mean that the role and function of the Appointments Board may change, most likely in 2026. Some changes to Appointments Board membership may be necessary as a result.

Subject to this and satisfactory performance, you may be eligible for reappointment for a further term. Members' performance is appraised annually through a process of peer review conducted by the Chair of the Board.

The Chair's performance is appraised annually by the Chair of Council.

Time commitment

The Appointments Board normally meets four to five times a year, with the possibility of additional meetings as required. Meetings are held either in person at our London offices or online. Board members need to be prepared to commit approximately 8 to 10 days a year to prepare for and attend meetings. The Chair will need to be prepared to commit up to 15 days a year to also cover Board member annual appraisals and regular meetings with the Chair of Council.

On appointment, members will be expected to complete a programme of induction activities from May 2024 onwards.

Training and development

As a new appointee, you will receive a comprehensive introduction to the work of the NMC and the Appointments Board, as well as ongoing opportunities for development.



Remuneration

Remuneration is £295 per day for preparation and attendance at Appointments Board meetings and undertaking other activities associated with Board membership.

Remuneration is paid via the payroll and cannot be paid to an employer or any company. Reasonable travel, accommodation and out-of-pocket expenses incurred on Appointments Board business will be reimbursed in accordance with the Council's expenses policy.

We are committed to ensuring we make any reasonable adjustments for travel and accommodation for Appointments Board members. This includes adjustments for members who are pregnant or who have either a temporary or permanent disability.

Eligibility and disqualification criteria

Eligibility

All members of the Appointments Board must be lay members, and as such must not be, or ever have been, a registered nurse, midwife or nursing associate, nor have any intention of commencing practice in any of these professions. Members of the Appointments Board are prohibited from being a member or Chair of NMC fitness to practise panels during their membership of the Board.

Disqualifications

You need to check that you are not disqualified from being a member of the Appointments Board. The disqualifications that apply to candidates can be found in the **information form** that must be completed by applicants.

Public confidence

Integrity and upholding **The Seven Principles of Public Life** are critical to this role.

If there are any past professional or personal issues which may cause embarrassment or bring the NMC into disrepute, please declare these in section 4a of the **information form.**

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.

Selection process and panel

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination. If you need any adjustments at any stage of the process, please let us know as soon as possible so that we can help you take part fully and fairly.

The Council has appointed a Selection Panel which will be responsible for taking selection decisions at the short-listing and interview stages. The Selection Panel's decisions at both stages of the process will be based on the competencies for the role set out on pages 10 and 11. The members of the Selection Panel are:

- **Sir David Warren**
Chair of the Council (Lay)
- **Flo Panel-Coates**
Registrant Council member
- **Professor Kay Hampton**
Independent member



Conflicts of interest

As part of your application, at section 4b of the information form, you will also be asked to declare any potential conflict of interest or loyalty that could be perceived as relevant to the NMC. This includes any other roles you may hold or activities you are involved in. It also involves saying if you have any relationship, past or present, to any existing Council member, panel member, member of the Selection Panel or to members of the NMC's Executive team.

Any actual or perceived conflicts of interest may be explored with you at any stage of the process, including by the Selection Panel at interview stage.

If you are successful in your application, you may need to give up any role or activity that represents a conflict of interest or, if the conflict is a manageable one, you would need to declare any conflict of interest that arises during the Appointments Board's business.

If you are unsure about any issues relating to public confidence or any potential conflicts of interest, please declare the information or interest or seek advice from James McLeod on 07842 424530 or jmcleod@hunter-healthcare.com who will check with the Council Secretariat if necessary.

Additional information

Use of your personal information

We recognise that you may want to know how we will use and protect your personal information.

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.

Diversity monitoring

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 for monitoring the diversity of applicants and appointees. We will not use it in the selection process except in the event of the Selection Panel needing to consider positive action.

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.



Complaints

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

If you are unhappy with any aspect of the appointment process, we will seek to resolve your concerns at an early stage.

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.

After the NMC Secretary has investigated your complaint, if you are still not satisfied, you can escalate your complaint through our formal complaints procedure.

How to apply

The closing date for applications is 12:00 noon on 7 March 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 10 and 11.
- 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 James McLeod on 07842 424530 or jmcleod@Hunter-Healthcare.com

Key dates

Application Deadline	7 March 2024
Shortlisting	3 April 2024
Interviews (London)	2 and 3 May 2024

Annexe 1

Terms of reference¹

- 1 The Appointments Board is established by the Council under Article 3 (12) of the Nursing and Midwifery Order 2001.

Remit

- 2 The remit of the Appointments Board is to assist the Council in connection with the exercise of any function or process relating to the appointment of panel members and legal assessors to the Practice Committees (the Investigating Committee and the Fitness to Practise Committee) and the appointment of Registration Appeal Panel Members to the Registration Appeals Panel.²

Responsibilities

- 3 Approve the code of conduct for Panel Members and Registration Appeal Panel Members.
- 4 Approve policies governing the selection and appointment, induction and development, appraisal, performance management, remuneration and contractual arrangements of Panel Members, Registration Appeal panel members and legal assessors.
- 5 Approve policies for travel arrangements, reimbursement of expenses and the payment of allowances to Panel Members, Registration Appeal Panel Members and Legal Assessors.
- 6 Scrutinise and review forward plans to ensure that timely and sufficient appointments and reappointments can be made to meet the NMC's caseload.
- 7 Scrutinise and review the implementation of selection and appointment arrangements and make recommendations to the Council regarding the appointment of Panel Members, Registration Appeal Panel Members and Legal Assessors.
- 8 Scrutinise and review the implementation of induction, training and development, appraisal and performance management arrangements, (including but not restricted to participation rates, sitting arrangements, feedback from Panel Members, Registration Appeal Panel Members and Legal Assessors) and criteria for reappointments, and make recommendations to the Council regarding a) the reappointment of Panel Members, Registration Appeal Panel Members and Legal Assessors and b) the early termination of appointment of Panel Members, Registration Appeal Panel Members and Legal Assessors where appropriate.
- 9 While retaining its independent remit and focussed brief, ensure that the Appointments Board is connected to and informed about the strategic direction and activities of the NMC Council and Committees to ensure that the Appointments Board's own direction, decisions and activities are in alignment with and supportive of the Council's wider strategic objectives, values and behaviours.
- 10 Report annually to the Council on the Appointments Board's activities, including an assessment of compliance with, and effectiveness of the policies in place.
- 11 Undertake any other responsibilities requested by the Council consistent with the remit of the Appointments Board.

Membership

- 12 The Appointments Board will consist of up to five Partner Members, one of whom will be the Chair of the Board, selected and appointed in accordance with the Standing Orders.

¹ The terms of reference of the Appointments Board were adopted by the Council on 26 March 2014 (amended 24 May 2017 and 20 May 2020).

² Panel members and legal assessors are independent and are not employees of the NMC.

nmc Nursing & Midwifery Council

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