



**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](mailto:rsmith@hunter-healthcare.com).

# Registrant Council Member

## Candidate pack

Closing date 12:00 noon on 17 October 2024



# Welcome



## Improving the way we regulate

We are the independent regulator for more than 826,000 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.

We are in a period of challenge and change. We are addressing the concerns identified in the independent review of our culture and are committed to improving our effectiveness as a regulator as we listen to those concerns and learn from them.

We have accepted all the recommendations of the Independent Culture review by Nazir Afzal and Rise Associates and are determined that this will be a turning point for our organisation. It is now important that we work closely with those who work at the Nursing and Midwifery Council and our partners and stakeholders to deliver a programme of change that is rooted in the recommendations of the Independent Culture review.

We are making significant investments in fitness to practise to improve the timeliness and quality of our decision-making. We're focusing on shifting our culture to become a learning organisation that is person-centred and fit for the future and which offers an environment where all colleagues can thrive.

We are looking for a professional currently on our register who can bring senior level experience in leading or managing culture change and/or organisational development.

We are particularly keen to hear from those who can also bring significant skills in areas such as leading on policy and practice in safeguarding and protecting people; senior leadership in higher education; or senior leadership in community based nursing services or social care.

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 registrant membership of the Council does not reflect the diversity of the NMC's register so we are particularly keen to hear from people with the right skills and expertise from Black and minority ethnic communities.

You will be joining a Council united in our commitment to improve how we protect the public. Our values – to be fair, kind, collaborative, and ambitious – must underpin everything we do.

If you have the qualities, passion and commitment we need to help us become a better regulator; I hope you will want to join us.

**Sir David Warren**

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.

## 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.

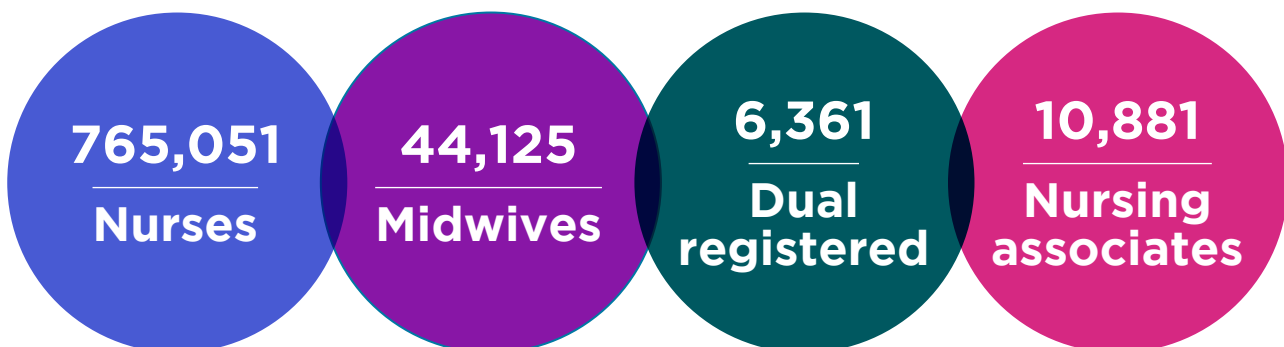
The Council must also take account of Charity Commission and Office of the Scottish Charity Regulator guidance in its decision-making and ensure that it meets statutory reporting requirements, including reporting any serious incidents.

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.





# 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.

**We will be holding an online event for those interested in learning more about non-executive roles at the NMC. We will post details on our [events page](#) and on our social media.**

# The role

**We are seeking one registrant Council member. Applicants 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 registrant membership of the Council does not reflect the diversity of the NMC's register in respect of race/ethnicity. We are keen to hear from people with the right skills and expertise from all backgrounds, particularly those from Black and minority ethnic 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, 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**.

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.

## 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 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 below 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.

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:

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

### Additional skills:

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.**

# 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 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.

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 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, 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 17 October 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 page 13.
- 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](mailto: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](mailto: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 13.

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 Warren**  
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 Jen Daniel [jennifer.daniel@nmc-uk.org](mailto:jennifer.daniel@nmc-uk.org)

### Summary of key dates

Application Deadline	17 October 2024
Longlisting	15 November 2024
Shortlisting	13 December 2024
Interviews	22 January 2025
Appointment/Induction	1 April 2025

# Timetable

Key dates	Stage
Tuesday 10 September 2024	<b>Applications open</b>
Monday 23 September 2024	Online event for those interested in learning more about non-executive roles at the NMC
Noon on Thursday 17 October 2024	<p><b>Applications close</b></p> <p>Applications will only be valid if we receive all the following:</p> <ul style="list-style-type: none"> <li>● Your statement of suitability for the role</li> <li>● Your CV</li> <li>● A completed <b>information form</b>: we strongly encourage candidates to complete and return our equality, diversity and inclusion monitoring form.</li> </ul> <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"> <li>● To confirm eligibility;</li> <li>● To confirm that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and</li> <li>● To identify any potential <b>conflicts of interest</b> that may need to be discussed.</li> </ul>
18 October to 7 November 2024	<p><b>Initial sift stage</b></p> <p>Hunter Healthcare will undertake an initial assessment of all applications against the competencies.</p>
Friday 15 November 2024	<p><b>Longlisting stage</b></p> <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>
Monday 18 November to Thursday 5 December 2024	<p><b>Preliminary interview stage</b></p> <p>The Search Consultants conduct preliminary interviews with all longlisted candidates against the competencies. Preliminary interviews will be held virtually.</p>
Friday 13 December 2024	<p><b>Shortlisting stage</b></p> <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
Monday 16 December 2024 to Tuesday 14 January 2025	<p><b>Pre-interview checks</b></p> <p>We will:</p> <ul style="list-style-type: none"> <li>● Carry out due diligence checks on your professional and personal history (including social media checks); and</li> <li>● Take written references from your nominated referees.</li> </ul> <p><b>Final stages</b></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>
Wednesday 22 January 2025	<p><b>Final interview</b></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>
March 2025	<p><b>Privy Council decision on appointment</b></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 April 2025	<b>Appointment/induction</b>

## 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 Secretary to the Council [matthew.hayday@nmc-uk.org](mailto: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](mailto:enquiries@pco.gov.uk).

# nmc Nursing & Midwifery Council

Nursing & Midwifery Council  
23 Portland Place  
London W1B 1PZ

[www.nmc.org.uk](http://www.nmc.org.uk)

X@nmcnews



Floor 2, Berkshire House  
168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570  
E: [enquiries@hunter-healthcare.com](mailto:enquiries@hunter-healthcare.com)