

INCLUSIVE  
BOARDS

**nmc**  
Cyngor  
Nyrsio a  
Bydwreigiaeth

**nmc**  
Nursing &  
Midwifery  
Council



# Panel Members and Panel Chairs

Candidate Information Pack 2024

Closing date: 12.00pm Wednesday 17 July 2024



# Welcome

Thank you for your interest in the Panel Member and/or Panel Chair roles at the Nursing and Midwifery Council (NMC).

The NMC is the independent regulator of more than 808,000 nurses and midwives in the UK and nursing associates in England. We're here to protect the public by upholding high professional nursing and midwifery standards, which the public has a right to expect.

Sometimes we need to consider if a professional on our register is fit to practise without restriction. Where we have a concern about this, we might bring the concern before a meeting or hearing of the practice committees.

Our panel members, who sit on those practice committees, are independent decision makers and play a hugely important part in our work to protect the public and uphold confidence in the nursing and midwifery professions.

## **We're recruiting**

We are looking to appoint 85 Panel Members and 55 Panel Chairs to the NMC's Practice Committees.

Of these, 80 Panel members or Chairs must be lay, meaning you are not and never have been a registered nursing and/or midwifery professional. And 60 must be registrants - that's nurses, midwives, and importantly nursing associates on the NMC's register. We currently do not have any nursing associate panel members on our Practice Committees and we are keen to change this.

## **About you**

For both roles we are looking for applications from a diverse range of individuals to ensure that NMC panels are reflective of the UK population, and the professionals we regulate. If you have the required skills and are motivated by our vision and values, we'd love to hear from you.

We particularly encourage registrants and lay candidates from Black, Asian and minority ethnic backgrounds to apply. We also want to hear from nursing associates, as we currently do not have any nursing associate panel members, which we are keen to change.

## **Values**

Our values of kindness, fairness, collaboration, and ambition are an integral part of how we work with colleagues, registrants, stakeholders and the public. Successful applicants will demonstrate these values and will be able to work together to reach timely, logical, fair, and balanced decisions.

## **Challenge and change**

We're in a period of challenge and change. We're making significant investments in fitness to practise to improve the timeliness and quality of our decision-making.

We're expecting recommendations from two external investigations into our culture and fitness to practise decision making over the summer. We won't know any of the findings or recommendations until shortly before they are publicly available. We will keep applicants informed as to the findings and the NMC's response.

We are committed to improving our culture at the NMC to become a more person-centred, learning organisation. We want to build a professional culture that is free from discrimination, advances equality, celebrates diversity and promotes inclusion.

## **Induction and support**

We will provide a thorough induction and ongoing support for all successful candidates. Even if you have not taken on a similar role before, we will support you to make a positive impact.

Thank you for your interest in working with us, and we look forward to receiving your application.

Yours faithfully,

**Matthew Hayday**  
Assistant Director,  
Governance and  
Secretary to the Council



# About the Nursing and Midwifery Council

The Nursing and Midwifery Council (NMC) is the independent regulator of more than 808,000 nursing and midwifery professionals,

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 and objectives

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

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.

## Corporate Plan 2024-26

We've set out five reprioritised areas of work for the next two years, focusing on the most significant risks to our work. This includes progressing fitness to practise decisions in a timely and sustainable way that keeps people safe.

You can read the full plan [here](#).



## 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**



# Our vision

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Safe, effective and kind nursing and midwifery practice that improves everyone's health and wellbeing.

**Our values and behaviours** shape our culture, influencing the work we do and how we do it. Our values are important to us. They guide the way we behave, individually and together, and give us a firm foundation to promote excellence in nursing and midwifery for the benefit of the public.

We've aligned these to our **strategic aims**. Each value is crucial, but their real strength comes from how they work together.



***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.

We are all responsible for upholding these values in our own and our colleagues' behaviour. Everyone we work with – whether they're a colleague, a professional on our register, a member of the public or someone else – will see these values through the way we behave.



## Our values and behaviours

# Our commitment to equality, diversity and inclusion (EDI)



Our EDI Plan (2022 – 2025) sets out our aims for being an inclusive, effective regulator and employer.

We value the diversity of the people on our register and we have to ensure our processes are fair and accessible to them all. We've already come a long way but there's still a long road ahead of us. We all have the right to be proud of who we are, to be respected, and to live our lives without fear of discrimination based on the colour of our skin, who we love, our religion or faith, whether we have a disability, our age, gender or any aspect of our background or who we are.

We encourage applications from all from all backgrounds.

During the application process we commit to making any reasonable adjustments – for example, ensuring closed captions are available during interview. We can also provide this document in alternative formats, including as a Microsoft Word document and a Welsh language version. Disabled candidates who meet the minimum criteria for the role are eligible for a guaranteed interview and can request this as part of their application.

There is no room for any kind of discrimination in the healthcare sector, and we're committed to working with partners to do everything in our power to tackle inequality and promote diversity and inclusion.

You can read the EDI plan in full [here](#)



# How panels work

Panel members preside over fitness to practise cases. They are appointed on the recommendation of the Appointments Board which is composed entirely of independent members, and advises the Council on the appointment of panel members. The Board provides independent scrutiny of the selection process and advice to the NMC. You can find out more about the Appointments Board and its independent members here:

[Appointments Board - The Nursing and Midwifery Council \(nmc.org.uk\)](https://www.nmc.org.uk)

Panel members are also independent of the NMC. They play a very significant role in protecting the public, maintaining public confidence in the professions, and maintaining proper professional standards and conduct.

Fitness to practise committee panels are made up of nurses or midwives and lay members. Usually there will be three panel members deciding on any given case with at least one lay and one registrant member. The panel is assisted by an independent legal advisor.

There are two different Practice Committees which consider different types of cases:

**Investigating Committee (IC):** Impose and review interim orders that protect the public from risk while the NMC investigates concerns about a nurse, midwife or nursing associate. IC Panels sit for one day at a time and consider several cases in one day. If you can only be available for NMC work one day at a time this Committee might be more suitable for you.



**Fitness to Practise Committee (FtPC):** Makes final Fitness to Practise decisions, and where necessary to protect the public or uphold the public interest, imposes restrictions on a nurses, midwife, or nursing associates practice once the NMC has fully investigated the cases. These panels typically hear cases that last a week or very often much longer. If you are able to provide several weeks of availability in a row the FtPC might be more suitable for you.

You will have the opportunity to express a preference if invited to interview.

**“We are committed to appointing panel members who reflect the diversity of our professions and the communities we serve. Our selection processes are designed to be accessible, fair, transparent, merit-based, and free from bias and unlawful discrimination, ensuring that every voice is heard and valued”.**

Jane Slatter and Surinder Birdi,  
current and incoming  
Appointments Board Chairs

## What do panel members do?

Independent panel members are key to making fair, kind and consistent decisions about professionals' fitness to practise.

Panel members work in groups of three. In that group there's always at least one nurse, midwife or nursing associate, and one lay person (that is, someone who's never been on our register). They collaborate, using advice from a legal assessor, to come to a decision about whether a professional is fit to practise and decide what restrictions, if any, to put on the professional's practice to keep people safe.

Many panel members have other roles outside the NMC - but the NMC asks that applicants can commit at least 15 days a year to being a panel member. In addition, you will complete four-five days of induction training when first appointed, and at least one day of training each year.

To be successful you must have a genuine interest in helping deliver better, safer care across the health sector in the UK by making fair and evidence-based decisions about the cases you are considering.


In exchange, the NMC will provide you with the right training opportunities to support your development, and an inclusive working environment.

## What do we look for in our panel members?

We want to hear from people who meet our **eligibility criteria** and who can demonstrate our values and our competencies. Those values are fairness, kindness, ambition and collaboration. And the competencies include professionalism and integrity, and a commitment to equality.

This list isn't exhaustive - we may identify other attributes in the published job description. But we hope this helps you to prepare and to focus your development. Read more [here](#).

We wish you every success if you decide to apply to become a panel member or panel chair.



**"I became a registrant panellist because I wanted to have a better understanding of the NMC regulatory process... and as a black nurse registrant add my professional voice to ensure that all nurses particularly those who are black and brown are treated fairly and are not lost to the nursing profession. It has been one of the best experiences of my professional life so far."**

Registrant Panel Member

# The roles

Inclusive Boards is proud to be working in partnership with the NMC in a national recruitment campaign to recruit up to 140 NMC panel member and panel chair positions from across the four nations of Wales, Northern Ireland, Scotland and England. These 140 positions include 60 roles open to registered nurses, midwives and **nursing associates**. Registrants play a vital role in bringing their knowledge of practice into our proceedings.

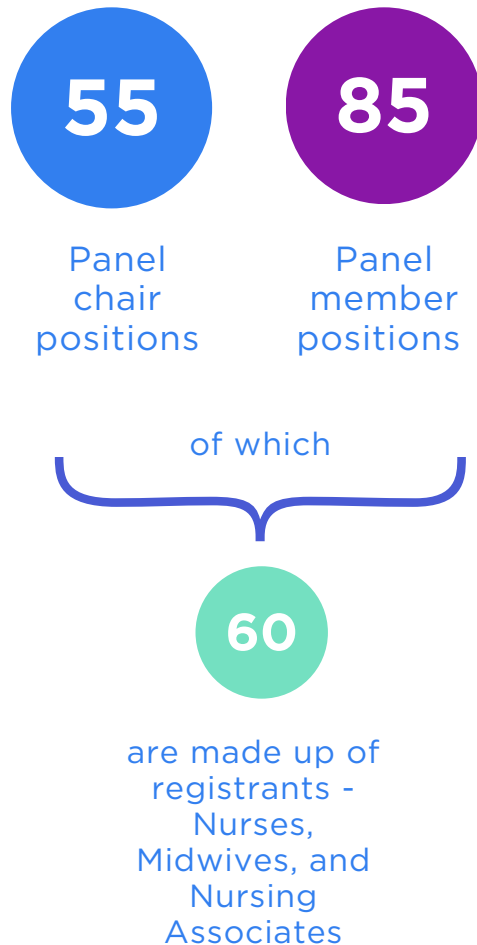


## Panel Chairs

We're looking for at least **55 panel chairs** to join us. As a Panel Chair, you are responsible for proactively managing and leading hearing proceedings. You are accountable for concluding hearings fairly and effectively and for producing a well-reasoned decision, which you may be required to draft.

## Panel Members

We're looking for at least **85 panel members** to join us. Independent panel members are key to making fair, kind and consistent decisions about professionals' fitness to practise.



## Eligibility

Please review the full NMC Panel Member (Lay and Registrant) **eligibility criteria** and disqualification criteria before applying. The grounds for disqualification from appointment to these roles can be found in the application form.

## Eligibility for registrants

You must live or work in Wales, Northern Ireland, Scotland or England, hold current registration with NMC with no restriction on your practice, and be willing to maintain your registration while serving in your role. If your registration with the NMC ceases at any time during your term, you will no longer be able to continue in your role.

## Eligibility for lay applications (members of the public)

You must live in Wales, Northern Ireland, Scotland or England. Please refer to the eligibility and disqualification criteria.

## Competences and behaviours summarised

- **Leadership and management (Panel Chair)**
- **Professionalism and integrity**
- **Collaboration**
- **Communication**
- **High quality decision making**
- **Commitment to equality, diversity and inclusion**

Please see the appropriate **Role Specification** for the full requirements of the job role, person specification, and competences and behaviours.



## Role requirements

You will be required to read and review case papers and attend hearings and meetings of our practise committees across the United Kingdom and will carry out the functions of a Panel Chair/Member in accordance with the provisions of the Nursing and Midwifery Order 2001 and the Nursing and Midwifery (Fitness to Practise) Rules 2004.

You will listen to and consider the evidence of people attending our hearings and in collaboration with the wider Panel will make independent decisions on cases of alleged impaired fitness to practise of our registrants. In addition, you will also be asked to make risk assessments on the suitability of a nurse, midwife or nursing associate to continue to practise without restriction pending the conclusion of their case.

You'll be playing a vital role in the NMCs' equality, diversity and inclusion ambitions, with a particular focus on ensuring the decisions made are fair, evidence-based and free from bias.

As well as having the required competencies and skills, you will display our **values** and **behaviours** of being **fair, kind, ambitious and collaborative**. You will role model positive behaviours, setting the tone for our hearings and creating an inclusive environment.

You will be meeting and supporting people who are often at their most vulnerable and will need to balance their needs with the need to conclude the hearing within the time available.

You should be able to demonstrate our values and how you meet the competencies and behaviours below.



## Competencies and behaviours (in full)

Unless otherwise stated, all competencies apply to both the Panel Chair and Member roles.



### Leadership and management (Panel Chair role only)

You will:

- Facilitate the case proactively and effectively, ensuring timely and efficient conclusion of NMC hearings.
- Lead on ensuring the Panel produces a well-reasoned written determination that reflects NMC guidance and can be understood by a member of the public as a standalone document.
- Confidently manage difficult situations respectfully and factually demonstrating assertiveness whilst showing empathy for those involved in our processes.

### Professionalism and integrity

You will:

- Appropriately handle data and sensitive information in strict confidence.
- Reflect on both your performance and the Panel's performance, and provide and take on board constructive feedback to drive improvements.

### Collaboration

You will:

- Have strong influencing and negotiation skills and experience in handling difficult conversations.
- Collaborate effectively with other panellists to reach consensus in line with NMC objectives.
- **Panel members only** work with all parties and colleagues to progress the case proactively and effectively, ensuring timely and efficient conclusion of NMC hearings.

### Communication

You will:

- Listen actively and express yourself clearly and succinctly in simple language that can be understood by all hearing participants.
- Tailor your communication style according to the needs of those around you, considering cultural differences and requirements to ensure inclusivity.

### High quality decision making

You will:

- Assimilate and analyse complex evidence and information in a fair and balanced way whilst being able to express yourself clearly and succinctly.
- Have sound judgment, coupled with the mental resilience to participate in making difficult evidence-based decisions that have major implications on the lives of others.
- Make decisions referring to the relevant NMC policies and guidance and complete hearings within the allocated time.

### Equality, diversity and inclusion

You will:

- Demonstrate a fair and balanced view based on the information presented and be aware of and able to set aside your own bias and prejudices.
- Proactively demonstrate a commitment to equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not.
- Be confident in speaking up to challenge any discrimination, harassment and victimisation.

# Assessment



Candidates will be assessed against:

## Eligibility

Candidates must first meet the full eligibility and disqualification criteria.

## Commitment

You must be available to attend the induction training scheduled for February/March 2025. You will be asked to confirm your preferred training dates if invited to interview.

Candidates must be available for a minimum of 15 days per year to fulfil the role.

## Values and behaviours

The NMC's Values and Behaviours include:

- We're Fair
- We're Kind
- We're ambitious
- We're Collaborative

Evidence of these values and behaviours will be assessed at both application and interview stages.

## Competencies

Your behaviours, strengths and experience will be assessed against the role's competencies and behaviours at **every stage** of the selection process. This criteria includes:

- Leadership and management (Panel Chairs only)
- Professionalism and integrity
- Collaboration
- Communication
- High quality decision making
- Commitment equality, diversity and inclusion

Your response can be based on any aspect of your life, experiences and activities, not just your professional work.

The range of behaviours and competencies will be assessed at shortlisting and interview stages. This blended approach, based on competencies and behaviours, will allow candidates to discuss both their experience, motivation, and enable them to demonstrate the potential to adopt the required behaviours in the available roles. Please answer the online questions as fully as possible within a limit of 350 words per question.

In your response to the questions, you should:

- Refer to the role specification and competencies and behaviours within the appropriate job role specification document.
- Limit your answers to 350 words for each of the questions.
- You may draw on your personal life experiences as well as any voluntary or paid work experience.
- Select your strongest examples - these do not need to involve the NMC as are looking for evidence of transferable knowledge, skills and qualities in the examples that you give.
- Ensure your own role in the example is clear and that your answers are specific and tailored to cover the competencies and behaviours that we are testing in each question.



# Time and remuneration

## Commitment to the role

The NMC's number one priority is to continue to make fair fitness to Practise decisions which keep people safe, but in a more timely and considerate way. To achieve this, you will need to be available for a minimum of **15 days per year**, noting that depending on availability and hearing capacity we may be able to offer considerably more e.g. 50 days per year.

You will need to be available for both hearings in person and virtual hearings via MS Teams.

## Remuneration

The current agreed allowances for the roles are as follows:

**Panel Chairs:** £367.00 per day

**Panel Members:** £320.00 per day

You will also be reimbursed for reasonable travel expenses incurred on NMC business, in accordance with the panel chairs/members travel and expenses policy.

We are committed to ensuring we make any reasonable adjustments for travel and accommodation for panel chairs/members. This includes adjustments for those who are pregnant or disabled.





# How to apply



The closing date for applications is **12:00 midday on Wednesday 17 July 2024.**

Visit [www.inclusiveboards.co.uk/home/nmc](http://www.inclusiveboards.co.uk/home/nmc) to submit an application form.

Please note, as part of the application processes you will need to:

- Complete all of the questions as fully as possible on the online application form. This will include questions about how you meet the competencies and your suitability for the role(s) you are applying for.
- Submit your up-to-date CV when prompted.
- Complete the diversity information form when prompted.

All applications will be acknowledged. Please note that we will not be able to consider incomplete applications, or applications received after the deadline.

You will also be asked to provide information on:

- Conflicts of interest and previous conduct.
- Significant political activity.
- Your referees (this does not apply to existing NMC panel members).

To find out more, request support when applying, or have an informal confidential discussion before applying, please get in touch with one of our consultants by emailing [nmc@inclusiveboards.co.uk](mailto:nmc@inclusiveboards.co.uk)

Applications will be reviewed on a rolling basis and candidates are encouraged to apply at their earliest convenience rather than waiting to submit their application closer to the deadline.



# Important additional information

## Selection process

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination. The selection process will be evidence-led and at each stage you will be assessed against the competencies set out on page 14 and as given in full detail in the Role Specifications.

Candidates who are invited to interview will undergo detailed due diligence checks on your professional and personal history (including social media checks) and references will be required. Candidates who have met the required standard at the interview stage will be recommended for appointment to the Appointments Board in **December 2024**. The Council will consider the Appointment Board's recommendations for appointment in **January 2025**.

## Tenure

The initial term of office for Panel Chairs and Panel Members will be for a period of four years. For registrants, continuation of registration will be an additional requirement. Registrants not on the register will not be able to continue in their role.

## Training and development

All new appointees receive a comprehensive induction programme consisting of online learning and four days of live training for Panel Members and five days for Panel Chairs. This programme is scheduled to take place during **February** and **March 2025**. If invited to interview you will be provided with a selection of induction dates and asked to express a preference. You will not be able to sit as a Panel Member or Panel Chair until all induction training is complete. All appointees will receive a payment of £260 for each training day. In addition, there will be ongoing opportunities for development both on an individual and collective basis.

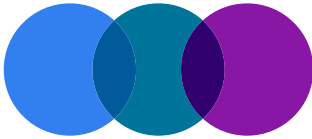
## Complaints

If you wish to make a complaint, please contact Inclusive Boards in the first instance by emailing [hello@inclusiveboards.co.uk](mailto:hello@inclusiveboards.co.uk).

# Timeline



| DATE                                     | STAGE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| June 2024                                | <p><b>Applications open</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 12.00pm midday on Wednesday 17 July 2024 | <p><b>Applications close</b><br/>Applications will only be valid if we receive:</p> <ul style="list-style-type: none"> <li>• A completed online application form (including CV).</li> <li>• Although voluntary, we thank you in advance for completing the diversity and inclusion monitoring form.</li> <li>• All applications received will undergo an eligibility check, including confirmation that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and identification of any potential conflicts of interest that may need to be discussed.</li> </ul> |
| July to August 2024                      | <p><b>Longlisting stage</b><br/>Inclusive Boards will undertake an initial assessment of all applications against the job competencies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| August to September 2024                 | <p><b>Shortlisting stage</b><br/>NMC will decide which applicants will be invited to be interviewed. Inclusive Boards will let you know the outcome of this stage as soon as we can.</p>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| August to September 2024                 | <p><b>Pre-interview checks stage</b><br/>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>• Request written references from your nominated referees if you are not an existing NMC panel member.</li> </ul>                                                                                                                                                                                                                                                                           |



| DATE                      | STAGE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| September to October 2024 | <p><b>Interview stage</b><br/>The selection interview will last around 60 minutes and will include questions against the competencies.</p> <p>Chair applicants will also be asked to prepare an oral response to various scenarios. You will be given advance notice of this.</p> <p>For Internal applicants (existing panel members) applying to the role of Chair the selection interview will last around 30 - 45 minutes and will include questions on the leadership and management competency. You will also be asked to prepare an oral response to various scenarios. You will be given advance notice of this.</p> |
| December 2024             | <p><b>Post interview stage</b><br/>Following interviews, NMC will decide who to recommend for appointment to the Appointments Board.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| December 2024             | <p><b>Appointments Board</b><br/>Recommendations for appointment considered by the Appointments Board.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| January 2025              | <p><b>Council</b><br/>Council to consider the Appointment Board's recommendations for appointment. Candidates advised of final decision.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| January to February 2025  | <p><b>Appointment and induction</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

# INCLUSIVE BOARDS

## About Us

*Inclusive Boards* is the UK's leading board diversity practice. We have worked alongside over 300 organisations to provide support with Board recruitment, development and governance reviews. We strive to be at the forefront of equity and diversity, and believe that everyone should be represented at Board level. Additionally, we also provide bespoke training sessions on a variety of subjects including personal branding, inclusive recruitment practices and board structures and governance as well as delivering leadership development programmes for underrepresented leaders across a range of sectors.

## Contact us today

Improve diversity on your Board, please don't hesitate to contact us via [hello@inclusiveboards.co.uk](mailto:hello@inclusiveboards.co.uk).

To join a Board, sign up to become a candidate via our website and be notified of the latest opportunities as and when they become available.



[www.inclusiveboards.co.uk](http://www.inclusiveboards.co.uk)



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<https://linkedin.com/company/inclusive-boards>

