



People and Culture Committee and Audit Committee independent members

Candidate Information Pack 2024

Closing date: 11.59pm Sunday 6 October 2024

Welcome from the Chair

Improving the way we regulate

Thank you for your interest in joining us as an independent committee member.

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 recent 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 OBE 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 and underpinned by our values: to be fair, kind, collaborative, and ambitious.

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.

The Audit Committee and the People and Culture Committee play a crucial role at the NMC. The scrutiny and challenge they provide is critical to the delivery of our strategic aims and will play a key role in assurances on the implementation of the recommendations from the 2024 Independent Culture Review.

To support the Audit Committee, we are looking for two high calibre, talented people to join our committee: one member with significant senior level experience in finance and/or audit in organisations of similar size and complexity to the NMC; and one member with significant expertise and experience in overseeing technology and cyber security at an organisation of similar size and complexity to the NMC.

To support the People and Culture Committee, we are looking for a high calibre, talented person with significant senior expertise in organisational development and in culture change at an organisation of similar size and complexity to the NMC.

We want our committees to reflect our society in all its diversity and be attuned to the needs of the communities we serve and the professionals we regulate. 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, and are particularly keen to hear from people from Black and minority ethnic communities.

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 of the Nursing and Midwifery Council



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).

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 Audit Committee and the People and Culture Committee.

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.



How we regulate

Our core role is to **regulate**. First, we promote high education and 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 a tiny minority of professionals each year. We believe in giving professionals the chance to address concerns, but we'll 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're increasing our visibility so people feel engaged and empowered to shape our work.

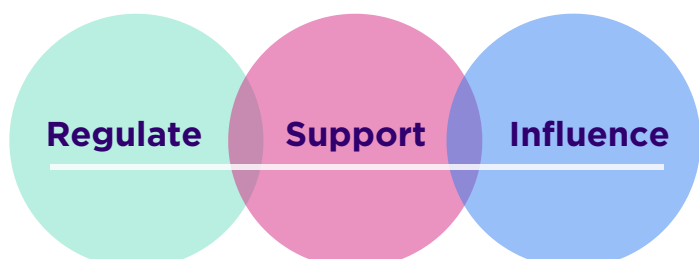
Regulating and supporting our professions allows us to **influence** health and social care. We share intelligence from our regulatory activities and work with our partners to support workforce planning and sector-wide decision making. We use our voice to speak up for a healthy and inclusive working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



Our register in numbers

On 31 March 2024 there were:

- 765,051 Nurses
- 44,125 Midwives
- 6,361 Dual registered
- 10,881 Nursing associates





Our vision

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

The Independent Culture review sets out the very different experiences of working at the NMC and that some colleagues have had experiences of racism, discrimination and bullying. Together with our colleagues, we will strive to become an organisation where all colleagues enjoy their roles, and feel proud to work in a safe and inclusive environment at the NMC.

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. Our EDI Plan and all our work as a regulatory and employer is underpinned by the legal duties set out in the Public Sector Equality Duty and Equality Act 2010. You can read the EDI plan in full [here](#).

We value the diversity of the people on our register and the public we serve and we have to ensure our processes are fair and accessible to them all. We all have the right to be proud of who we are, to be respected, and to live our lives without fear of bullying, harassment or 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.

The NMC is committed to creating a diverse and inclusive environment. We strongly encourage applications from people with the right skills and expertise from across all sectors of society and are particularly keen to hear from people from Black and minority ethnic communities. We believe that including people with diversity of thought (cognitive diversity), background, and experience can strengthen our ability to meet our public duty.

During the application process we commit to using inclusive language and making any reasonable adjustments you may need – 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.

If there are any additional options you would like to request, please inform us when you submit your application. If you are successful in being appointed we will also make any reasonable adjustments required. 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 should be no room for any kind of discrimination in the healthcare sector and in our organisation, and we're committed to working with partners to do everything in our power to tackle inequality and promote diversity and inclusion.

We put a priority on creating an environment of psychological safety within our committees, where members feel valued, respected, and able to share their perspectives openly. We believe that fostering such an environment leads to better decision-making and governance. We seek individuals who demonstrate the highest standards of ethical leadership, integrity, and accountability. As an independent member of our committees, you will be expected to uphold the principles of standards in public life (Nolan Principles) and contribute to maintaining the trust placed in the NMC by the public, our partners and stakeholders.

The roles

Audit Committee Independent Member

The Audit Committee plays a crucial role at the Nursing and Midwifery Council (NMC), providing assurances and recommendations to the Council on matters of financial accountability, risk, control, assurance and governance. The terms of reference can be found here: [Terms of Reference \(nmc.org.uk\)](https://www.nmc.org.uk/terms-of-reference)



Over the coming months, the NMC is looking to strengthen its committees and the assurances they provide to Council. In doing so, it is important that committees build on the trust they have within the NMC, deliver a quality service that meets the needs of the organisation and balances the pace at which assurances are sought and the accountability to the UK public and wider stakeholders.

In upgrading its approach, the Audit Committee's agendas will evolve to incorporate broader evaluation and review activities that provide assurances on the key risks, including implementation of the recommendations from the Independent Culture Review and the wider culture change programme.

Currently, the Committee membership is comprised of Council members and one interim independent member. To supplement the Committee's skills and expertise, the Council is seeking to appoint two independent members (known as a Partner member) of the Audit Committee. These are high-profile roles, offering an unrivalled opportunity to operate on a national level to play a crucial role at the NMC.



Role description

Members of the Audit Committee play a valuable role, providing expertise and experience in making recommendations to the Council on the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of the accounts and the annual report.

The role offers a unique opportunity to contribute to the safety and well-being of the public. By contributing to the robust governance and accountability systems of the NMC, you will play a vital role in upholding public trust in nursing and midwifery, and our role as a regulator.

The role of members includes:

- preparing for and actively participating in scheduled meetings of the Audit Committee, enabling the Committee to:
 - act as a trusted sounding board to senior officials as appropriate, including operational delivery; financial management; risk appetite; talent/people; technology and management information;
 - provide oversight, scrutiny, challenge and advice about the operational implications of policy, delivery and transformation proposals by:
 - reviewing the organisations internal controls and systems plans and challenging progress;
 - scrutinising reporting from the organisation on performance and challenging NMC on its appropriateness as well as progress.
 - support and ensure appropriate approval processes are followed, identifying and mitigating risks, and ensuring pragmatic governance is adhered to;
 - undertake deep dives into key areas of risk and material delivery challenges.
- 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.

People and Culture Committee Independent member

The People and Culture Committee plays a crucial role at the NMC, providing assurances and recommendations to the Council on the NMC's People Plan and Equality, Diversity and Inclusion Plan, as well as systems for objective setting and appraisal, remuneration and succession planning. The terms of reference can be found here: [Terms of Reference \(nmc.org.uk\)](https://www.nmc.org.uk/terms-of-reference)



Over the coming months, the NMC is looking to strengthen its committees and the assurances they provide to Council. In doing so, it is important that committees build on the trust they have within the NMC, deliver a quality service that meets the needs of the organisation and balances the pace at which assurances are sought and the accountability to the UK public and wider stakeholders.

The scrutiny and challenge provided by the People and Culture Committee will be critical to the delivery of our strategic aims and will play a key role in assurances on the implementation of the recommendations from the Independent Culture Review and the wider culture change programme.

Currently, the Committee membership is comprised of Council members. To supplement the Committee's skills and expertise, the Council is seeking to appoint an independent member (known as a Partner member) of the People and Culture Committee. This is a high-profile role, offering an unrivalled opportunity to operate on a national level to play a crucial role at the NMC.

Role description

Members of the People and Culture Committee play a valuable role, providing expertise and experience in making recommendations and providing assurances to the Council. The role offers a unique opportunity to contribute to the safety and well-being of the public. By contributing to the robust governance and accountability systems of the NMC, you will play a vital role in upholding public trust in nursing and midwifery, and our role as a regulator.

The role of members includes:

- preparing for and actively participating in scheduled meetings of the People and Culture Committee, enabling the Committee to:
 - act as a trusted sounding board to senior officials as appropriate,
 - provide oversight, scrutiny, challenge and advice about the operational implications of policy, delivery and transformation proposals, particularly the NMC's People Plan and Equality, Diversity and Inclusion Plan.
 - ensure that there are appropriate systems in place for remuneration and succession planning, including considering annual pay review for all employees.
- 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.



Competencies

We will use the following 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.

Essential competencies:

For Audit Committee members only:

Competency 1: understanding and experience of the role of audit committees:

- good experience of assurance, risk management and the work of audit committees.
- an understanding of corporate governance and experience of contributing to the oversight of an internal audit programme in an organisation of similar size and complexity to the NMC.

Competency 2: Candidates must meet one of the following:

- proven significant experience in finance and/or audit in an organisation of similar size and complexity to the NMC; or
- proven significant expertise and experience in overseeing technology and cyber security in an organisation of similar size and complexity to the NMC

For People and Culture Committee member only:

Competency 1: understanding and experience of the role of people committees:

- An understanding of corporate governance and experience of contributing to the oversight of key HR and people policies in an organisation of similar size and complexity to the NMC.

Competency 2: Experience in organisational development and culture change

- significant senior expertise, primarily, in organisational development and, secondarily, in culture change in an organisation of similar size and complexity to the NMC.

For all roles:

Competency 3: understanding of the public and stakeholder interests

- ability to command the trust and confidence of the public/patients, registrants and NMC stakeholders.
- a genuine interest in making a significant contribution to public protection and safeguarding the health and well-being of patients and the public.
- an understanding of the objectives of professional regulation in relation to upholding public interest and safeguarding the health and wellbeing of the public.
- understanding of, and commitment to, the importance of equality, diversity and inclusion.

Competency 4: ability to influence and communicate effectively

- excellent communication skills, both oral and written, with the ability to present views clearly and succinctly, using well-reasoned arguments.
- ability to operate effectively as a committee member, constructively challenge the opinions of others as well as to accept challenge with confidence and maturity.
- shows respect for the views of others, listens, gives serious consideration to other positions and explores options.

Competency 5: strong analytical skills and sound judgement

- ability to assimilate complex information in order to form opinions and reach sound conclusions.
- press for sufficient and relevant information; probe the facts and challenges assumptions.
- critically evaluate information provided and reach sound conclusions.
- open-minded, able to bring their own experience to bear on issues under discussion and exercise sound judgement.



Time and remuneration



Terms of appointment

The initial term of office for all roles will be for a period of up to **three years**. Subject to satisfactory performance, you may be eligible for reappointment for a further term. Members' performance is appraised annually by the Chair of the Committee.

Time commitment

The Audit Committee and People and Culture Committee normally meet 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. Committee members need to be prepared to commit approximately **10 to 15 days a year** to prepare for and attend meetings. We understand the importance of work-life balance and are open to discussing flexible arrangements to accommodate your personal circumstances. We enable virtual attendance at some of the meetings and try to take into account timings to suit all Committee members.

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

Training, development and support

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

We are committed to providing the necessary support to ensure all members can fully participate in the work of the committees, including personal development. We are committed to ensuring we make any reasonable adjustments for Committee members.

Remuneration

Remuneration is £295 per day for preparation and attendance at Committee meetings and undertaking other activities associated with Committee 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 Committee business will be reimbursed in accordance with the Council's expenses policy.



Eligibility and disqualification criteria

We recognise that lived experience is a powerful asset. We encourage you to bring that valuable perspective to our committees. We welcome applications from eligible individuals across all sectors, including those with experience in public, private, or non-profit organisations. Whether your background is in healthcare, technology, finance, education, or another field, your personal perspective can help the NMC navigate its complex challenges

Eligibility

We are seeking lay members, and as such candidates 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.

Disqualifications

You need to check that you are not disqualified from being a member of the Committee. 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.

A selection panel has been appointed 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 in this candidate pack. The members of the Selection Panel are:

- **Sir David Warren;** Chair of the Council (Lay)
- **Deborah Harris;** Chair of the Audit Committee and Lay Council member
- **Dr Lynne Wigans;** Chair of People and Culture Committee and Vice-Chair of Council (Registrant)
- **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 Committee'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 Inclusive Boards on nmc-committee@inclusiveboards.co.uk or 0207 267 8369 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 wish to make a complaint, in the first instance please contact Inclusive Boards by emailing complaints@inclusiveboards.co.uk.

Should you remain dissatisfied, you can set out your complaint and why you are dissatisfied in writing, by email to the Secretary to the Council matthew.hayday@nmc-uk.org.

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

How to apply



The role of a committee member comes with challenges, including navigating regulatory environments and addressing emerging risks. However, it also offers the opportunity to make a substantial impact on a UK national regulator and professional standards. If you are motivated by challenging yet rewarding strategic issues, we encourage you to apply.

You might have questions or concerns about applying, such as whether your experience is a good fit or how to manage the time commitment. Inclusive Boards are here to support your application and please contact them on nmc-committee@inclusiveboards.co.uk or 0207 267 8369 - to discuss any concerns.

We will also 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 (<https://www.nmc.org.uk/news/events/>) and on our social media accounts. The recruitment process is being undertaken by Inclusive Boards on behalf of the NMC. If you wish to apply for this position, please supply the following by **23:59 on 6 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 in this candidate pack.
- Your CV (no more than three pages).
- The completed information form ([found here](#)), which includes details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent
- We strongly encourage you to complete the equality and diversity monitoring from ([found here](#)).

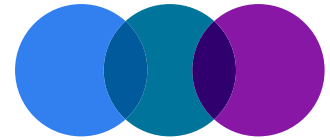
Please visit

www.inclusiveboards.co.uk/opportunities to apply online or send your CV, statement of interest and information form to nmc-committee@inclusiveboards.co.uk

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 Inclusive Boards on nmc-committee@inclusiveboards.co.uk or 0207 267 8369.



Timeline



DATE	STAGE
6 October 2024 (23:59)	Applications deadline
23 October 2024	Shortlisting
13-15 November 2024	Interviews



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.

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



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