



Council member appointments (lay and registrant)

Candidate pack

Closing date 12:00 noon on 2 October 2026

Chair's Foreword



Inspiring confidence in the nursing and midwifery professions

Thank you for taking the time to consider this role as a Council member of the Nursing and Midwifery Council (NMC). We are the independent regulator for more than 867,900 nurses and midwives across the UK, and nursing associates in England. We are, in practice, one of the largest regulatory organisations in the world.

The NMC has gone through a dark patch. Various reports have considered the NMC to be operating below par, and to rectify matters we have embarked on a highly-ambitious turnaround plan. We are determined to regain the trust and confidence of the public and show that we are fully committed to our primary aim: to protect the public.

We are now one year into our three-year plan to turn the NMC around and, whilst there are still bumps in the road yet to come, we are starting to see results in our favour. As part of that renewal process, we are looking for four highly-committed individuals to join the Council of the NMC.

Our **2026/27 Business Plan**, approved by the Council in May 2026, signposts much of the work we still have to do, and reflects the priorities established in our interim 18-month strategy – **Building a New NMC** – published in September 2025.

Our journey is challenging. We have to maintain momentum in our “business as usual” activities, whilst at the same time implement a raft of changes and improvements to the NMC. This includes new ways of working and investment in new IT, facilities and processes as well as fundamentally changing the NMC’s culture.

We are operating in a challenging context: we recognise that the journey towards faster, fairer and more effective regulation that supports high-quality nursing and midwifery practice will be complex, particularly in the context of the pressures evident in the wider health and care systems across the UK.



It follows that our Council membership must be of the highest quality, both to oversee the complex changes in professional regulation and to ensure that the NMC's executive delivers the right standard of services in order to protect the public.

Accordingly, we are looking for four Council members to join us on this journey to change and improve the NMC:

- **Two registrant members:** two professionals currently on our Register who have extensive experience of operating at Board level, and are professionally capable with required experience, knowledge, skills and independence to enable them to perform the duties effectively. We would like at least one of these members to be a midwife.
- **Two lay members:** two lay people who have extensive experience of operating at Board level bringing about transformational change and can demonstrate a mix of governance expertise, strategic vision, and specialised competencies for undertaking a Trustee role. Desirable skills include senior level finance and legal expertise/regulatory experience.

This is an exciting and challenging time to be joining the NMC Council. You will be joining a Council united in its commitment to improve how we protect the public, maintain standards in the nursing and midwifery professions and, indeed, to improve the way the NMC delivers its responsibilities. I look forward to receiving your application.

Ron Barclay-Smith

Chair

Nursing and Midwifery Council

About us

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

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 is to protect the public and maintain confidence in the nursing and midwifery professions and we do this by ensuring that every registered nurse, midwife or nursing associate has benefited from effective education, and meets clear standards of conduct and practice, in the public interest.

We have a duty to investigate concerns and to take steps to protect the public in the relatively rare instances where we need to limit or restrict a nursing or midwifery professional's right to practice.

The overarching aim of the Council is the protection of the public by:

Protecting, promoting and maintaining the health, safety and well-being of the public

Promoting and maintaining public confidence in the professions regulated under the Order

Promoting and maintaining proper professional standards and conduct for members of those professions



Our regulatory responsibilities are to:

- **Maintain the Register** of nurses and midwives who meet the requirements for registration in the UK, and nursing associates who meet the requirements for registration in England
- Assess the **language and competency skills** of overseas applications
- Set the **requirements for the professional education** that supports people to develop the knowledge, skills and behaviours needed for entry to, or annotation on, our Register
- Shape the practice of the professionals on our register by **developing and promoting standards**, including our Code, and promoting lifelong learning through **Revalidation** every three years
- **Investigate and, if needed, take action** where serious concerns are raised about a nurse, midwife or nursing associate's fitness to practise

As the largest independent regulator in Europe of more than 867,900 nursing and midwifery professionals, we have a crucial role to play in protecting the public and maintaining confidence in the nursing and midwifery professions.

We do this by **setting and promoting high educational and professional standards** for all future and registered nurses and midwives in the UK and nursing associates in England.

We also ensure that every nurse, midwife and nursing associate on our Register meets **clear standards of conduct** and practice, thereby protecting the public and the reputation of our professions.

We have a duty to **investigate concerns** and to take steps to **protect the public** in the relatively rare instances where we need to limit or restrict a nurse, midwife or nursing associate's right to practise.

We are building a new NMC with **Integrity, Fairness, Respect, Equity and Effectiveness** at its core.

We are determined to **improve and modernise our culture and ways of working**. This will ensure that the public and professionals feel confident in our work.

Building a new NMC

In 2025 we published The **NMC Culture Transformation Plan**, a comprehensive three-year programme which attempts to bring about a root-and-branch change in our organisational culture.

We want to build a culture that is positive, empowering and inclusive for all staff, regardless of their background or characteristics – with everyone feeling that they belong.

To help ensure we are fit for the future, we have recently refreshed our vision, mission and **values** to guide how we are rebuilding the NMC.

NMC vision

Safe and effective nursing and midwifery education and practice across the four countries of the UK – regulated by the NMC – a fit for the future organisation, with fairness and equity at the heart of everything that we do.

NMC mission

To be a strong and independent regulator that protects the public and inspires confidence in the nursing and midwifery professions – by setting and upholding high professional standards.

- We achieve our mission through a positive and inclusive culture that enables our people to thrive and continuously improve how we deliver our regulatory functions
- Achieving our mission will ensure we are an effective part of the wider health and social care system.

NMC values

We're building a new NMC with:

- Integrity
- Fairness
- Respect
- Equity
- Effectiveness



Ensuring trust in professionals

Reviewing and enhancing our regulatory tools to better protect the public and support professionals



Improving Fitness to Practise

Improving the fairness, timeliness and quality of decisions while focusing on safeguarding and equity



Culture transformation

Creating a fair and positive culture to become an effective, safe and trusted regulator and employer



Strengthening leadership

Building a new NMC with stronger accountability and united, values-based, empowering leadership

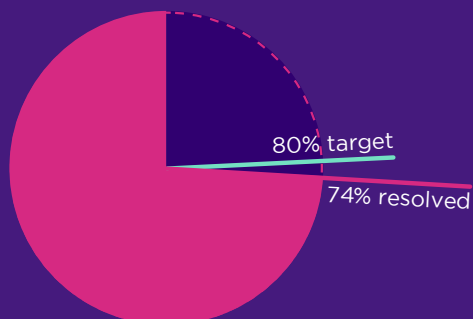


Modernising the NMC

Updating our technology, systems, legislation and learning to be more agile and efficient

Our year in summary April 2025-March 2026

Fitness to Practise



By the end of 2025-26, we were resolving around 74% of Fitness to Practise cases within 15 months (against an 80% target).

Education quality assurance

100th

APPROVED EDUCATION INSTITUTION

We hosted our first Education Quality Assurance conferences to share learning and promote programme consistency.

We welcomed our 100th approved education institution.

Professional practice roadmap

Code and Revalidation

- ✓ We launched our reviews of the Code and Revalidation process.
- ✓ We gathered evidence, including a survey with almost 14,000 responses.

Advanced practice

- ✓ We introduced new principles for advanced practice.
- ✓ 68 organisations are participating as early adopters.

Practice learning

- ✓ In 2025, we held 25 engagement events attended by 1,250 people.
- ✓ We prepared to consult on changes to strengthen the practice learning process. The consultation launched in April 2026.

Equity, diversity and inclusion



We began engagement before launching our anti-racism principles for midwifery and nursing education and practice to urgently tackle health inequalities and discrimination, particularly but not exclusively in terms of the Protected Characteristics defined in law.



By the end of 2025-26, 25% of Fitness to Practise lay panel members and 24% of Fitness to Practise registrant panel members were from a Black, Asian or ethnic minority background.

83.3%

of NMC shortlists at grade 6 and above included at least one Black, Asian or ethnic minority candidate.

Our year in summary April 2025-March 2026

Safeguarding

From April 2025 to March 2026, our Safeguarding Hub identified 1,575 Fitness to Practise cases with potential safeguarding concerns.


Potential concerns identified

Midwifery

- ✓ We launched our *Midwifery Action Plan*, to ensure safe, equitable and person-centred maternity care and education.
- ✓ We developed a midwifery data dashboard – using Fitness to Practise statistics – to support learning from Fitness to Practise trends.
- ✓ We mapped the curricula for midwifery programmes against the key themes of the standards of proficiency.

Culture transformation



We completed Year One of our *Culture Transformation Plan*, meeting all Year One commitments.



We take a zero tolerance approach to bullying, and by the end of 2025-26 had exited 17 people over the previous year for bullying and harassing others or for being racist.



We trained 12 speak-up ambassadors across the NMC.



We continued our Speak Up guardian service.

We introduced our I-FREE values:



Integrity



Fairness



Respect



Equity



Effectiveness

Leadership

- ✓ By the end of 2025-26, we had a new and united Executive team.
- ✓ Our new Chair, Ron Barclay-Smith, took up his role in April 2025.
- ✓ Council members participated in development opportunities including EDI training, risk workshops, Raising Concerns training and values-based decision-making.
- ✓ Our Chief Executive and Registrar, Paul Rees MBE, was appointed to the substantive position in July 2025.
- ✓ 95% of managers participated in values-based decision-making coaching and 86% attended sessions on embedding equality, diversity and inclusion.
- ✓ Members of our Executive Board, deputy directors and assistant directors undertook extensive coaching on strong and effective leadership.

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 through continuous improvement in its regulatory functions.

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

The Chair and Council members are expected to demonstrate our values and uphold the **Council's Code of Conduct** based on the Seven Principles of Public Life (the 'Nolan principles').

The Council is committed to openness and transparency, holding meetings in public at least six times a year.

More information about how the Council works and its current membership can be found [here](#).

The Chief Executive and Registrar is accountable to the Council. They are supported by an Executive team which is responsible for the day-to-day running of the organisation. More information about our Executive team can be found [here](#).

Future changes to the Council

The four governments have committed to making changes to our legislation which will involve the Council transitioning from the current fully Non-Executive membership to a governing body which includes both Non-Executive and Executive members (a unitary board model). Based on the current timetable this change is likely to take place within the next three years.



Charitable status

As a registered charity, we must seek to ensure that all our work delivers public benefit. As charity trustees, Council members, including the Chair, are responsible for ensuring that we do this.

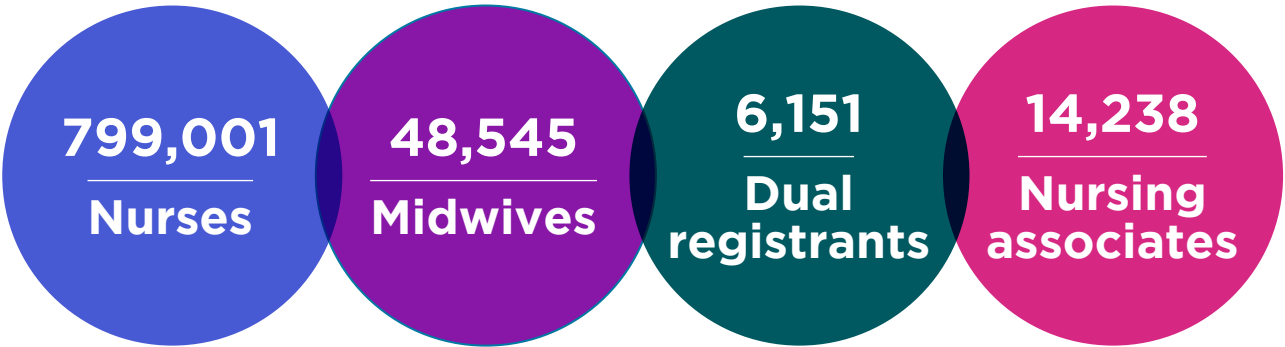
The Council must also take account of Charity Commission and Office of the Scottish Charity Regulator guidance in its decision-making and ensure that it meets statutory reporting requirements, including reporting any serious incidents.

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

- **Our values and behaviours**
- **Business Plan 2026-27**
- **Culture Transformation Plan 2025-28**
- **Annual Report and Accounts 2025-26**
- **Consultation on new Code and Revalidation process**

Our register in numbers

On 31 March 2026, there were:



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, operational performance and continuously improving our regulatory functions.
- 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.



“

I joined the NMC as a Registrant Council Member in October 2025. It is important for registrants to play a vital role in contributing to and influencing the way the NMC delivers its corporate functions. The Council, together with the NMC as a whole, offer the opportunity to improve public protection through its work on, for example, Revalidation, The Code, professional and educational standards.

It is an amazing opportunity to be part of the NMC's journey under its new leadership. The NMC's work involves issues in England, Wales, Northern Ireland and Scotland. So this is a great opportunity to enhance your learning and development across the four countries and to link in with very senior colleagues such as the Chief Nursing Officers and Chief Midwifery Officers. I highly recommend the role.

– Hussein Khatib, Registrant Council member



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The NMC has a vitally important role. It regulates almost a million nurses and midwives. It therefore effects the lives of everyone in the UK because, at some stage, we are all looked after by nurses or midwives. The NMC’s regulatory scope is huge. We set the standards for the professions – both the fundamental standards of practice and behaviour, and also the education and training requirements.

We approve the education bodies providing that training. We register nurses and midwives and ensure they continue to develop their skills. We also deal with the comparatively small, but important, number of Fitness to Practise cases referred to us. The NMC’s regulatory role is therefore nationally important. We have had some real challenges recently, some internal and some caused by changes in our society generally.

We are looking for four new Council members to help us meet those challenges. You would be joining an organisation with a team ready and eager to embrace transformational change. We need to radically improve how we regulate and transform our culture. It is a big challenge but, in my experience, a hugely worthwhile one.

– Anna Walker, Vice Chair and Lay Council member

The roles

We are seeking four Council members:

- Two professionals currently on our Register with extensive experience of operating at Board level, and with the necessary experience, knowledge, skills and independence to enable them to perform their duties effectively. We would like at least one of these members to be a midwife.
- Two lay people who have extensive experience of operating at Board level, bringing about transformational change and demonstrating a mix of governance expertise, strategic vision and specialised competencies for undertaking a Trustee role. Desirable skills include senior level finance and legal expertise/regulatory experience.

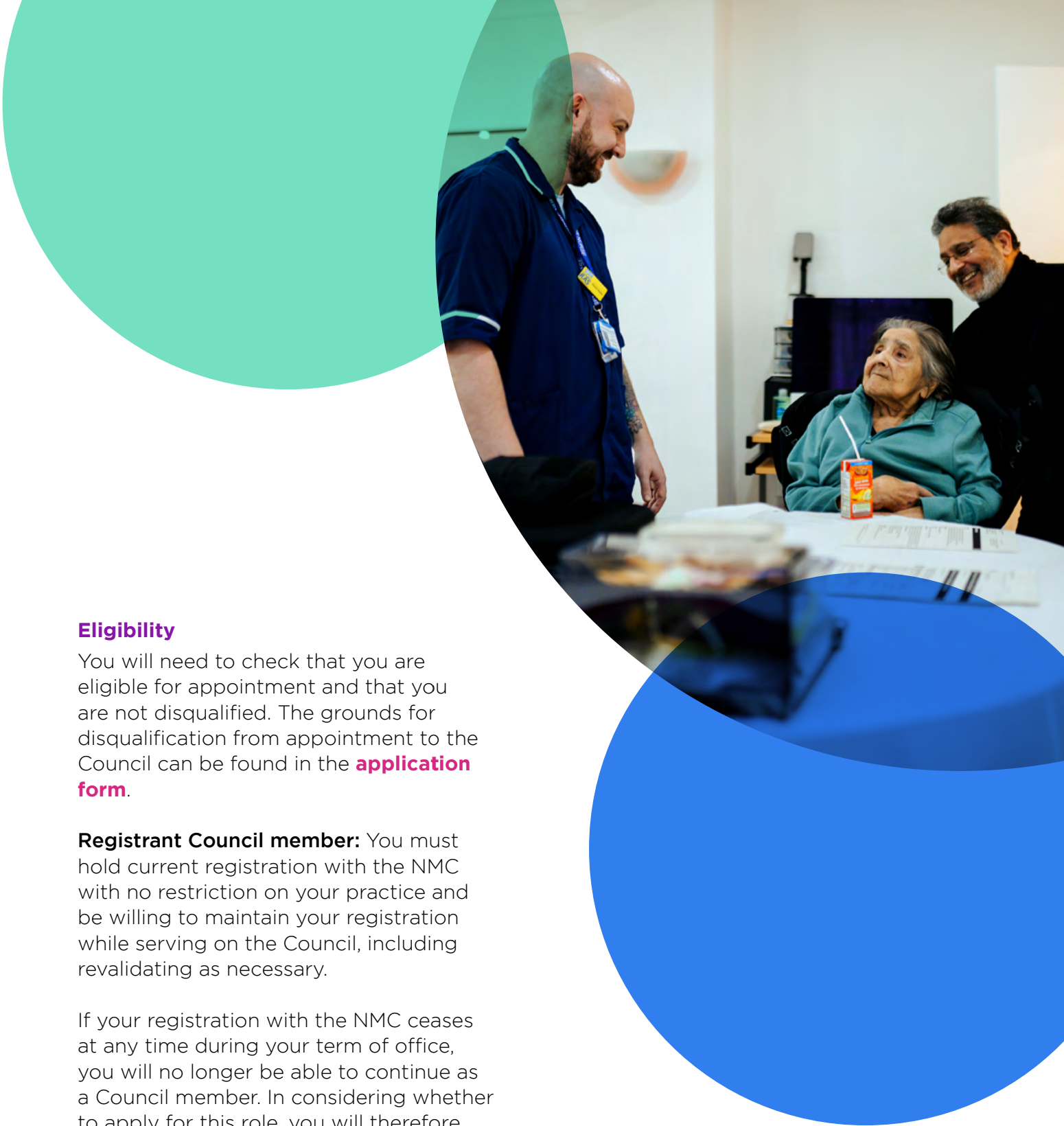
Applicants for either role can live or work in any of England, Wales, Scotland or Northern Ireland.

The Council is committed to ensuring that its membership reflects the diversity of the public it serves and the professionals it regulates. We know that having different voices, perspectives, knowledge, and insight will help us make better decisions.

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

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

In line with these commitments, the Selection Panel will take a positive action approach. This means that where the Selection Panel is satisfied that two or more candidates are of equal merit for the same role, taking account of the existing Council membership, it may decide to recommend a candidate with a protected characteristic.



Eligibility

You will need to check that you are eligible for appointment and that you are not disqualified. The grounds for disqualification from appointment to the Council can be found in the **application form**.

Registrant Council member: You must hold current registration with the NMC with no restriction on your practice and be willing to maintain your registration while serving on the Council, including revalidating as necessary.

If your registration with the NMC ceases at any time during your term of office, you will no longer be able to continue as a Council member. In considering whether to apply for this role, you will therefore need to commit to maintaining your registration throughout the full term of your appointment.

Lay Council member: You must not be, nor ever have been, a registered nurse, midwife or nursing associate and must be able to confirm that you do not hold qualifications that would enable you to apply to be a registered nurse, midwife or nursing associate.

Conflicts of Interest

As part of your application, you are asked to declare any actual or potential conflict of interest or loyalty that could be perceived as relevant to the NMC. Please read the guidance **here**.



Assessment of competencies

We will use the following competencies to assess candidates.

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

You will need to explain in your supporting statement how your expertise, experience, knowledge, and skills match each of the **competencies**.

We will assess your application against the competencies **at every stage of the selection process**.

You will need to demonstrate that you meet all the relevant competencies. Please note that you can provide evidence of these competencies from any aspect of your life, experiences and activities, not just through your professional or work roles.

Desirable competency for one lay role only: senior level finance and legal expertise/regulatory experience.

Essential competencies for both roles:

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



Time and remuneration

Time commitment

We envisage a time commitment of at least three days a month. This is under review.

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 2026-2027 from 1 October 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 and a half years.

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

Will I receive training and development?

All new Council appointees receive a comprehensive introduction to the work of the Council and the NMC, as well as ongoing opportunities for development both on an individual and collective basis.



How to apply

The closing date for applications is
12.00 noon on 2 October 2026.

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 18.
- Your **CV** (no more than three pages).
- The completed **application form**: we strongly encourage you to complete the equality and diversity section of the form please.

All applications should be sent to:
applications@hunter-healthcare.com.
All applications will be acknowledged.

We are sorry but we won't be able to consider incomplete applications or applications received after the deadline.

If you have any queries regarding the above or would like further information about the role and selection process, please contact Rhiannon Smith on 07860 773860 or **rsmith@Hunter-Healthcare.com**.

Selection process

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination.

The Council has appointed a Selection Panel to conduct the process. The selection process will be evidence-led and at each stage you will be assessed against the competencies set out on page 18.

The Panel will make a recommendation for appointment to the Privy Council.

The Professional Standards Authority for Health and Social Care is responsible for advising the Privy Council as to whether it can have confidence in our selection process, based on anonymised information about our process.

If you are invited to interview, we will meet reasonable travel and accommodation costs. We will provide any reasonable adjustments for travel and accommodation for candidates who are pregnant or have a temporary or permanent disability.



Selection Panel members

The members of the Selection Panel are:

- **Ron Barclay-Smith**
Chair of the Council (Lay)
- **Anna Walker**
Vice Chair (Lay)
- **Rhiannon Beaumont-Wood**
(Registrant)
- **Hussein Khatib**
(Registrant)
- **Moi Ali**
(Independent panel member)

If you would like an informal conversation with a Council colleague, please get in touch with Jacqueline Maunder
Jacqueline.Maunder@nmc-uk.org.

Summary of key dates

Application Deadline	2 October 2026
Longlisting	14 October 2026
Shortlisting	9 November 2026
Interviews	7, 8 & 9 December 2026
Appointment/Induction	From 1 February 2027

Timetable

Key dates	Stage
4 September 2026	Applications open
2 October 2026	Applications close Applications will only be valid if we receive all the following: ● Your statement of suitability for the role ● Your CV ● A completed application form: we strongly encourage candidates to complete and return our equality, diversity and inclusion monitoring form. Please ensure you submit your application by 12.00 noon, as we cannot consider late applications. At this point, we will check all valid applications: ● To confirm eligibility; ● To confirm that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and ● To identify any potential conflicts of interest that may need to be discussed.
2-6 October 2026	Initial sift stage Hunter Healthcare will undertake an initial assessment of all applications against the competencies.
14 October 2026	Longlisting stage 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.
15-30 October 2026	Preliminary interview stage The Search Consultants conduct preliminary interviews with all longlisted candidates against the competencies. Preliminary interviews will be held virtually.
9 November 2026	Shortlisting stage 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.

Key dates	Stage
10-27 November 2026	Pre-interview checks We will: ● Carry out due diligence checks on your professional and personal history (including social media checks); and ● Take written references from your nominated referees. Final stages If shortlisted, you will have an opportunity for an individual discussion with the Chief Executive and Registrar and, separately, with a Council member. A standard list of topics will be covered. Please note that the discussions do not form any part of the selection process.
7, 8 and 9 December 2026	Final interview Interviews will be held in person in London. 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. Following interviews, the Selection Panel will decide who should be recommended to the Privy Council for appointment.
January 2027	Privy Council decision on appointment 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.
1 February 2027	Appointment for one lay member and one registrant member. Induction activities commence for all members.
1 April 2027	Appointment for one lay member and one registrant member (with induction commencing from 1 February 2027).

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 Assistant Director of Governance and Secretary to the Council jacqueline.maunder@nmc-uk.org.

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

Following investigation by the Head of Governance, if you are still not satisfied, you can ask the Head of Governance to refer your complaint to the Chair of the Selection Panel for consideration and a response. Your complaint will be acknowledged within two working days with a target response time of 20 working days.

If you are still not satisfied with the response after you have been through these routes, you may raise your concern with the Privy Council Office at enquiries@pco.gov.uk.



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www.nmc.org.uk

 @nmcuk

 @nmcnews

 The Nursing and Midwifery Council

The nursing and midwifery regulator for England, Wales, Scotland and Northern Ireland. Registered charity in England and Wales (1091434) and in Scotland (SC038362)

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.



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