

Council Member Scotland 2022

Candidate briefing pack

Closing date:

12:00 noon on Tuesday 8 February 2022

Contact details:

Catriona Mackie of Aspen People 0141 212 7555



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

A message from the Chair of the Council



Dear Colleague,

Thank you for your interest in joining our Council.

We want to see safe, effective, and kind nursing and midwifery that improves everyone's health and wellbeing. As the professional regulator of almost 745,000 nurses and midwives in the UK and nursing associates in England, we have an important role to play in making this vision a reality.

As Chair, I want to ensure that the midwifery voice and perspective continues to influence and be considered in all our work.

It is also vital that we are alert and responsive to the differing context, health and care policies and service delivery across each of the four countries of the UK. For this specific appointment, the successful candidate must live or work in Scotland and be able to bring that perspective and insight to our work.

As a Council, we want to reflect the diversity of the professions we regulate and the people they care for, and we are clear that embedding equality, diversity, and inclusion in all we do is a key priority for us.

You will be joining the Council at a crucial time. As a current registrant, you will know only too well the intense challenges and pressures facing you and your colleagues. As a Council member, you can help us play our part in supporting the nursing and midwifery workforce in line with our strategy to *Regulate, Support, and Influence* and our values of being fair, kind, ambitious and collaborative. High on our agenda is working with others to improve midwifery and maternity services and make a difference to the health and wellbeing of mothers, babies, and families across the UK.

We are also working with the four governments to improve our legislation so we can regulate better in future; continuing to implement our future midwife and future nurse education standards; and tackling and resolving our fitness to practise cases as quickly as we can, while making processes fairer and kinder for all involved.

You will be joining an ambitious, forward-thinking Council. We work collaboratively with our Executive to ensure that our shared strategy makes a difference to the health and care of all our communities.

If you have the qualities, commitment, and expertise we need and you live or work in Scotland, I hope you will want to join us.

A handwritten signature in black ink that reads "Sir David Warren". The signature is written in a cursive, flowing style.

Sir David Warren
Chair

About the NMC

We are an independent 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 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).

What we do

As the professional regulator of almost 745,000 nurses and midwives in the UK, and nursing associates in England, we work to ensure these professionals have the knowledge and skills to deliver safe, effective and kind care that improves everyone's health and wellbeing.

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
- **set the requirements for the professional education** that supports people to develop the knowledge, skills and behaviours required 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
- **investigate and, if needed, take action** where serious concerns are raised about a nurse, midwife, or nursing associate's fitness to practise.

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

- **Strategy 2020–2025** co-produced in partnership with the public and the professionals we regulate
- **Corporate Plan 2021–2022**
- **Annual Report and Accounts 2020–2021**
- **Annual Fitness to Practise Report 2020–2021**

The Council

The Council is the governing body. 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. The Council has also appointed two Associates who are involved in all aspects of the Council's work in a similar way to appointed Council members. The Chair, Council members and Associates are expected to demonstrate the NMC's values (set out below) 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, Andrea Sutcliffe, is accountable to the Council. She is 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](#).

Our Values and Behaviours

We are fair

We treat everyone fairly. Fairness is at the heart of our role as a trusted, transparent regulator and employer.

We are kind

We act with kindness and in a way that values people, their insights, situations and experiences.

We are collaborative

We value our relationships (both within and outside of the NMC) and recognise that we're at our best when we work well with others.

We are ambitious

We take pride in our work. We're open to new ways of working and always aim to do our best for the professionals on our register, the public we serve and each other.

What does a Council member do?

As a Council member you must be committed to public protection and to our statutory purpose. You must have the courage to speak out and challenge, working collectively with fellow members and communicating confidently both within and outside the organisation. The role of Council members is to:

Provide strategic direction for the NMC:

- Taking responsibility for corporate strategy, business plans and budgets and the development of the framework for reviewing policy and operational performance.
- Overseeing the development of policy and taking major policy decisions.

Ensure and review the effectiveness of the NMC in fulfilling its statutory purpose:

- Ensuring that the focus of the organisation is on the core purpose of public protection.
- Evaluating the effectiveness of the Council in fulfilling its statutory purpose.

Provide oversight of NMC operations, ensuring that they are aligned with strategic direction:

- Holding the Executive 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.

This role

Eligibility to apply

You must be able to meet both the following requirements:

- hold current registration with the NMC and be willing to maintain your registration while serving on the Council, including revalidating as necessary; **and**
- live or work wholly, or mainly, in Scotland.

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.

What are we looking for?

The Council is keen to ensure that we have the voices and perspectives we need to shape our discussions and inform our decisions. We are therefore particularly seeking professionals who can bring current or recent midwifery expertise for this role.

We want the Council to reflect the diversity of our communities and the expertise of the professions we regulate. We know that drawing on a broader range of knowledge, experience and insight will help us make better decisions. If you need any help or adjustments to carry out the role, we are happy to do that. We are keen to hear from people with the right expertise and skills whatever your background.

Set out below are the competencies we will use to assess applicants to help you decide if you have the right qualities to apply.

- You will need to explain how your expertise, experience, knowledge, and skills match the **critical competency** and **all the essential competencies** below.
- These examples can be from any aspects of your life or work.
- Your statement should include specific and detailed examples to demonstrate how you meet each of the competencies – what you personally did and the outcomes you achieved.

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

Critical competency for this role: on this occasion, we are particularly looking for people who can bring:

C1 Expertise in midwifery, demonstrated by a track record of –

- current or recent experience of leading and managing maternity services, and/or influencing midwifery practice and service delivery through education, research, or policy; **and**
- Evidence of providing midwifery care during the course of your career.

Essential competencies: you will need to demonstrate that you meet all the below competencies. Please note that you can provide evidence of these competencies from any aspect of your life, experiences and activities, not just through your professional role.

- E1** Understanding of, and commitment to, the protection of the public through professional regulation.
- E2** Clear appreciation of the non-executive role, and how executives should be held to account through constructive challenge.
- E3** Ability to contribute to an organisation at a strategic level, demonstrating analytical skills and sound judgement.
- E4** Capacity to understand and contribute to the organisational and business issues with which the Council deals.
- E5** 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.
- E6** Understanding of the role of a charity trustee, and capacity to fulfil this role effectively.
- E7** Personal commitment to good governance and upholding the recognised principles of public life.

What being a Council member involves

The time commitment is currently around **three days a month** (this is under review). This includes preparation for, and attendance at, meetings of the Council and any Committees you may be appointed to, and participating in a wide range of briefings, webinars and other events to maintain and extend your knowledge of the NMC's work. When circumstances allow, we also arrange opportunities for Council members to meet Executive and other colleagues, visit services and engage with professionals on our register, along with other partners and stakeholders. If you apply you will be expected to confirm that you are able and willing to meet this time commitment.

Some Council meetings and seminars are held in London and some are held virtually. Meetings and events may also be held in Scotland, Northern Ireland, Wales, and other parts of England.

If you would like an informal conversation with a current Council member about what being on the Council involves, please contact Katy Gall on 0141 212 7555. You could also observe our Open Council meeting on 26 January 2022 or 30 March 2022 to see the Council in action. You can register [here](#).

Remuneration

As a member of the Council you will receive an annual allowance which is currently £14,724 (this is under review). The allowance is 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?

Terms of office are determined by the Privy Council and are normally for an initial term of three years.

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 governments' current timetable this change is likely to take place during autumn 2023 to spring 2024. There will continue to be a requirement for a Council member from each of the four UK countries but some changes to Council membership may be necessary during this transitional period.

Depending on the outcomes of these changes, you may be eligible for reappointment for a further term, subject to satisfactory performance and a review of the Council's ongoing skill requirements. The Chair undertakes a performance appraisal of all Council members every year.

Induction and development

All new 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.

Selection process and timetable

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 critical and essential competencies set out above.

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.

Selection Panel members



Sir David Warren
Chair of the Council
(Lay)

Sir David Warren was appointed as the Chair of Council on 21 June 2021.

Sir David was a member of the Council of the University of Kent from 2013 to 2021 (and Chair from 2014 to 2020) and was previously British Ambassador to Japan from 2008 to 2012, after a career in the British Diplomatic Service focused on East Asian affairs. He was made Knight Commander of the Order of St Michael and St George in 2012 and received the honour of Grand Cordon, Order of the Rising Sun (Japan) in 2017.

Sir David's other roles include Director, Migration Matters Trust (since 2013); Senior Advisor, Montrose Associates (2014 to present), a strategic intelligence company advising international businesses; Non-Executive Director, Aberdeen Japan Investment Trust (2015 to present); and a Member of the London Symphony Orchestra Advisory Council (2013 to present).



Ruth Walker
Registrant Council
member

Ruth was initially appointed to Council in 2016 and reappointed in 2020. Ruth is currently Chair of the Council's Remuneration Committee.

Ruth is Executive Nurse Director at Cardiff and Vale University Health Board, one of the largest Health Boards in Wales. As well as being the professional lead for nurses and midwives, Ruth is a member of the Health Board where she is lead director for a range of areas including quality, safety, health and care standards and patient experience. She has also undertaken a number of national and ambassadorial roles on behalf of Welsh nursing. Ruth was made a Member of the Order of the British Empire in 2019 for her services to nursing.



Sir Hugh Bayley
Lay Council member

Sir Hugh was initially appointed to Council in 2017 and reappointed in 2020.

Sir Hugh served as the Member of Parliament for York (Central) for 23 years until May 2015. During his term in Parliament, he held a number of government posts, including as Minister for Social Security and Parliamentary Private Secretary at the Department of Health.

Other roles included Chairman of Public Bill Committees, Deputy Speaker and member of the Health Select Committee. He was President of the NATO Parliamentary Assembly (2012–2014) and Vice-President (2010–20).

He was knighted in 2015 in recognition of his services to NATO and to international development.

Sir Hugh was appointed as Commissioner for the Independent Commission for Aid Impact in May 2019. He is also a Trustee of the International Rescue Committee UK and the Drill 2 Drink charity, and a Patron of the Atlantic Treaty Association of the United Kingdom.



Professor Kay Hampton
Independent member

Kay is a Professor of Communities and Race Relations. She is currently a non-executive director of the Scottish Prison Service; a lay member of the Scottish Solicitor Tribunal; and Patron of the Independent Academic Research Studies (IARS) International Institute. She is a fellow of The Higher Education Academy; and of the Royal Society of Arts.

Kay previously held senior positions at Glasgow Caledonian University; the University of Durban-Westville, South Africa; and the Strategic Planning Department at Durban City Council, South Africa.

More recently she was a Commissioner of the Scottish Human Rights Commission; a trustee of the Scottish Association for Mental Health; Chair/Deputy Chair and Scotland Commissioner of the Commission for Racial Equality; Scottish Chair and UK Board member of the BIG Lottery Fund; Commissioner of the Equality and Human Rights Commission UK; and a lay member of the Council of the Law Society.



Professor Gwendolen Bradshaw
Independent member

Gwendolen is Emeritus Professor, Health Service Education, University of Bradford. Until 2018, she was Pro-Vice Chancellor responsible for the strategic development, implementation and evaluation of the University's framework for academic standards, academic quality and enhancement. Gwendolen was a member of the University's Senate, Executive Board and Senior Management Committee.

She has also been an External Examiner for various universities and acted as Peer Reviewer for journals including the Journal of Advanced Nursing, Clinical Effectiveness in Nursing and The Royal College of Midwives Journal.

Gwendolen chaired the NMC Pre-registration Midwifery Education Programme Standards Reference Group and was also a member of the Future Midwife (proficiency) Standards Thought Leadership Group. She is currently chairing the NMC's Post-registration Education Programme Standards Reference Group which spans all NMC accredited post-registration programmes which midwives are eligible to apply for.

She is a member of the NMC Midwifery Panel.

Gwendolen remains active in the Higher Education sector, is an independent member of the Academic Council at BPP University and an external trustee for the Student's Union, UBU, at the University of Bradford.

Selection process and timetable

Date	Stages
<p><i>If you need any adjustments at any stage of the process, please let us know as soon as possible to help you take part fully and fairly.</i></p>	
<p>11 January 2022</p>	<p>Search and advertising stage Applications open</p>
<p>Noon 8 February 2022</p>	<p>Applications close</p> <p>Applications will only be valid if we receive all the following:</p> <ul style="list-style-type: none"> • Supporting statement • CV • Completed information form <p><i>Please ensure you submit your application by the closing time, as we cannot accept late applications.</i></p> <p>At this point, we will check all valid applications:</p> <ul style="list-style-type: none"> • To confirm eligibility and current registration status; • 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.
<p>9-17 February 2022</p>	<p>Preliminary sift stage</p> <p>The Search Consultants will undertake a preliminary assessment of all applications against:</p> <ul style="list-style-type: none"> • critical competency; and • essential competencies.
<p>25 February 2022</p>	<p>Selection Panel – Longlisting stage</p> <p>The Selection Panel will review all applications and the preliminary assessment made by the Search Consultants against:</p> <ul style="list-style-type: none"> • critical competency; and • essential competencies. <p>The Selection Panel will then decide which applicants will be invited to a preliminary interview with the Search Consultants. We will let you know the outcome of this stage as soon as we can.</p> <p><i>Please note that depending on the number of applications received there may be a longlisting stage or the Selection Panel may proceed directly to shortlisting stage.</i></p>

<p>28 February-7 March 2022</p>	<p>Preliminary Interview stage</p> <p>The Search Consultants will conduct preliminary interviews with all longlisted candidates against:</p> <ul style="list-style-type: none"> critical competency; and essential competencies. <p>We hope that it will be possible to hold these preliminary interviews in person but, if restrictions are still in force, interviews may be conducted virtually.</p>
<p>14 March 2022</p>	<p>Selection Panel – Shortlisting stage</p> <p>The Selection Panel will review the outcome of all the preliminary interviews against:</p> <ul style="list-style-type: none"> critical competency; and essential competencies. <p>The Selection Panel will then decide on the shortlist of candidates who will be invited to final interview.</p>
<p>Between 16 and 31 March 2022</p>	<p>Opportunity for discussions with Chief Executive and Registrar</p> <p>If shortlisted, before the final interview you will be given an opportunity to have a virtual discussion with Andrea Sutcliffe, Chief Executive and Registrar. A standard list of topics will be covered and a short record of discussions retained. <i>Please note that these discussions do not form any part of the selection process.</i></p>
<p>5 and 6 April 2022</p>	<p>Final Interview stage</p> <p>If shortlisted, you will be invited to attend a final interview.</p> <p>Before the interview, we will take up references from your nominated referees and carry out due diligence checks on your personal and professional history.</p> <p>Selection Panel Final Interview</p> <p>The Selection Panel interview will last about an hour and will focus on questions against the critical and essential competencies. You may be asked to give a presentation on a topic chosen by the Panel and, if so, will be given advance notice of this.</p> <p>We hope that it will be possible to hold interviews in person in Edinburgh but, if restrictions are still in force, interviews may be conducted virtually.</p> <p>Following interviews, the Selection Panel will decide who should be recommended for appointment to the Privy Council.</p>
<p>By late April 2022</p>	<p>Privy Council decision on appointment</p> <p>If you are successful, the Privy Council will write to you offering the appointment.</p> <p>We will advise unsuccessful candidates as soon as possible and we will provide feedback if requested.</p>
<p>Early May 2022</p>	<p>Effective date of Appointment and induction</p>

For any face to face meetings, we will meet reasonable travel and accommodation costs, in line with our policy for candidates who are invited for interview. We will make any reasonable adjustments for travel and accommodation for candidates who are pregnant or have a temporary or permanent disability.

Public confidence

Integrity and upholding the principles of public life are critical to this role. If you know of any professional or personal issues which may cause embarrassment or bring the NMC or Privy Council into disrepute, please declare these in **section 4** of the information form.

Please ensure that you consider **sections 4 and 5** of the information form very carefully and complete them as appropriate. 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 the Search Consultants who will check with the NMC Secretariat if necessary.

As part of your application we ask you if you have any unspent criminal convictions. If you are shortlisted for interview, we may ask you to provide a basic disclosure check from the UK Disclosure and Barring Service (DBS) (previously known as Criminal Records Bureau (CRB)).

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, we will ask you for documentary evidence of your right to live and work in the UK in the form of your passport or similar documentation.

Conflicts of interest

As part of your application you will also be asked to declare any actual or potential conflict of interest that could be perceived as relevant to the NMC. This includes saying if you have any relationship, past or present, to any existing Council member, member of the Selection Panel or to members of the NMC's Executive team. We know it is not always easy to identify potential conflicts so you can find further advice and examples [here](#).

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 will need to declare any conflict of interest that arises during the Council's business.

Disqualifications

Before applying to be a Council member, you need to be sure that you are not disqualified from taking up office as a Council member or disqualified from being a Charity Trustee. As part of your application you will be asked to confirm this.

The grounds for disqualification from appointment as a registrant Council member can be found [here](#). **Please read this information carefully before you apply.**

Please note that all applications will be subject to eligibility and disqualification checks. This will include checking your registration status and your fitness to practise history, if any.

Use of your personal information

We recognise that you may want to know how we will use and protect your personal information. All the information you provide will be used for the purposes of this appointment. 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. We use the information you give us only for monitoring the diversity of applicants and appointees to our Council. We will not use it in the selection process, and 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. We might need to share anonymised data with the Selection Panel, the Privy Council and the Professional Standards Authority for Health and Social Care.

Feedback and complaints

We are committed to ensuring that our selection process is fair, transparent, and free from discrimination. If you are unhappy with any aspect of the process, we will seek to resolve your concerns at the time and, in any event, within one month of notification of the Privy Council's decision. We take any complaints seriously and seek to learn from and improve our processes in the light of all feedback or complaints.

You can make a complaint in writing, by email or by telephone to the Secretary to the Council. As soon as we receive any complaint, we will let you know how we are dealing with it and when you can expect to receive a full response.

Email: fionnuala.gill@nmc-uk.org

Phone number: 020 7681 5842

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

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

How to apply

We need:

- **A statement on why you are suitable for the role** (no more than two pages). Please make sure you say how you meet each of the critical and essential competencies on **page 7**.
- **Your CV** (no more than three pages).
- **A completed information form**.

Please note that you need to submit all the above to Katy Gall of Aspen People – kgall@aspenpeople.co.uk. We will only consider applications where we receive **all three documents** by the deadline below.

The deadline for applications is 12:00 noon on Tuesday 8 February 2022.

We cannot consider applications received after the deadline.

If you have any queries regarding the above or would like further information about the role or selection process, please contact Catriona Mackie or Katy Gall on 0141 212 7555.

Council Member Scotland 2022

NMC Nursing &
Midwifery
Council