

Nursing and Midwifery Council Legally Qualified Chairs

Candidate Information Pack 2026

Closing date: 11:30am on Monday 5 October 2026





Welcome

Thank you for your interest in the role of Legally Qualified Chair at the Nursing and Midwifery Council (NMC).

We're the independent regulator of more than 867,000 nurses, midwives and nursing associates. Our vision is safe and effective nursing and midwifery education and practice across the four countries of the UK.

Sometimes we need to consider if a professional on our Register is fit to practise without restriction. Where concerns are raised, these may be considered by one of our practice committees.

Our Panel Members, who sit on those practice committees, are independent decision makers and play a hugely important role in protecting the public and upholding confidence in the nursing and midwifery professions.

This is an exciting opportunity to use your legal expertise in public service. As a Legally Qualified Chair, you will make an important contribution to protecting patients, maintaining public confidence in the professions we regulate and ensuring that decisions are fair, proportionate and evidence-based.

About the role

A Legally Qualified Chair is a qualified lawyer (barrister, solicitor or advocate) who chairs Fitness to Practise panels and provides legal advice to the panel where necessary. Legally Qualified Chairs play a vital role in protecting the public, maintaining confidence in the professions we regulate, upholding proper professional standards and ensuring our decisions are fair, evidence-based and free from bias.

Being a Legally Qualified Chair is a rewarding opportunity to use your professional knowledge and experience, while developing skills in assessing evidence, managing hearings, and applying legal and procedural principles.

They also support the NMC's commitment to equity, diversity and inclusion.

Applicants must have at least 10 years' post-qualification experience (PQE) as a solicitor, barrister or advocate. We also welcome applications from legal professionals who have at least nine years' PQE at the time this campaign closes and who will have attained 10 years' PQE by the time appointments are made. Applicants must also be in good standing with their professional regulator and hold a valid practising certificate at the time of appointment.

We're recruiting

The NMC has recently consulted on a limited number of changes to our Fitness to Practise Rules ahead of wider reforms. **These proposals include introducing the power to appoint Legally Qualified Chairs.** Where a panel is chaired by a Legally Qualified Chair, they will provide legal advice to the panel and there will no longer be a requirement to appoint a separate Legal Assessor. This forms part of a wider programme of reform to deliver a more efficient, cost-effective and robust Fitness to Practise process.

We are looking to appoint 140 Legally Qualified Chairs.

Why is the NMC proposing to introduce Legally Qualified Chairs?

The NMC is proposing to introduce Legally Qualified Chairs to improve the efficiency, consistency and effectiveness of Fitness to Practise hearings. Legally Qualified Chairs combine the roles of Panel Chair and Legal Assessor. Their legal expertise and case management experience mean they are well placed to deal with cases involving complex legal issues and to proactively manage proceedings. This approach is already used successfully by other healthcare regulators and supports timely, proportionate hearings while maintaining fairness and robust decision-making.

Under the current Fitness to Practise Rules, a separate Legal Assessor attends all committee proceedings. This limits flexibility, adds complexity and increases cost. It can also contribute to longer hearings, more adjournments and less consistent case management. Appointing Legally Qualified Chairs removes unnecessary duplication, supports more consistent chairing of hearings and enables the NMC to conduct proceedings more efficiently while maintaining the required legal standards.

Values

Our values of Integrity, Fairness, Respect, Equity and Effectiveness are central to everything we do. Successful applicants will demonstrate these values and the ability to work collaboratively with fellow Panel Members to reach timely, logical, fair and balanced decisions.

Induction and support

We will provide a comprehensive induction programme and ongoing support for all successful candidates. Whether or not you have previously undertaken a similar role, we will equip you with the knowledge and skills needed to succeed.

As a Legally Qualified Chair, you would play an important role in ensuring hearings are fair and robust, while making sure everyone involved feels heard and understood. I hope you'll consider applying for the role.

Yours faithfully,



Ben Wesson
Chief of Staff

Candidate Q and A Webinar

Join Inclusive Boards and the NMC at 13:00pm on Tuesday 22 September for a live candidate Q&A to gain insight into the role and the application process. Visit www.inclusiveboards.co.uk/nmc-lqc to register your interest in attending.

A recording will be available on request for those who cannot attend live.

Welcome from Surinder Birdi, Chair of the Appointments Board

Thank you for your interest in becoming a Legally Qualified Chair with the NMC.

The Appointments Board is responsible for overseeing the governance of our selection and appointment processes for all panellists, including this new role. The Board operates under the Council's Standing Orders and delegated authority, ensuring that every appointment is made through a fair, transparent and robust process. Our role is to provide assurance that those appointed meet the highest standards of professionalism, independence and integrity, and that the process itself reflects the NMC's values and statutory responsibilities.

The introduction of Legally Qualified Chairs represents an important development in strengthening the quality, consistency and efficiency of our Fitness to Practise hearings. By bringing legal expertise directly into the chairing role, Legally Qualified Chairs will support clearer case management and more timely hearings to improve experiences for everyone involved, while maintaining the high-quality decision-making that underpins fairness and public confidence.

A key priority for the Board is to ensure that our panels are both high-quality and diverse. Diversity of background, experience and perspective strengthens decision-making and helps us uphold confidence in the professions we regulate.

We are therefore committed to attracting candidates from across the legal profession, including those who are underrepresented at senior levels, and ensuring that our processes are inclusive, proportionate and free from unnecessary barriers.

We are looking for individuals who can demonstrate sound legal judgement, fairness, empathy and the ability to lead hearings with clarity and authority. If you believe you can contribute to the NMC's mission to protect the public and uphold confidence in nursing, midwifery and nursing associate practice, we warmly encourage you to apply.

Thank you for considering this important role.



Surinder Birdi
Chair, Appointments Board

Role profile

Legally Qualified Chairs play a vital role in both protecting the public, maintaining the public interest, declaring and upholding proper professional standards, and ensuring the NMC can meet its equity, diversity and inclusion ambitions. They particularly focus on ensuring the decisions made are fair, evidence-based and free from bias.



Key roles and responsibilities:

Leadership of hearings: responsible for proactively managing and leading meetings and hearings, and ensuring they are conducted fairly, lawfully and in a manner consistent with the NMC's values.

Judgement and decision-making: works with other Panel Members to reach reasoned decisions (which you may be required to draft or support the Hearing Coordinators to draft) that are fair, lawful and proportionate in a timely manner.

Legal expertise: advises the Panel on points of law, evidence and procedure.

Effective working: understands the operational context of hearings, including timelines, resource implications and organisational priorities.

Collaboration and communication: engages effectively with all hearing participants.

Further information about the tenure of the role and remuneration can be found on **page 19**.

About the Nursing and Midwifery Council

The NMC is the independent regulator of more than 867,000 nursing and midwifery professionals.

We are a statutory public body accountable to Parliament through the Privy Council.

The Professional Standards Authority for Health and Social Care (PSA) oversees our work and reviews our performance each year. We are also a Charity registered with the Charity Commission in England and Wales (1091434) and in Scotland with the Office of the Scottish Charity Regulator (OSCR) (SC038362).

Our role and objectives

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

Our overarching objective is the protection of the public by:

- Protecting, promoting and maintaining the health, safety and wellbeing of the public
- Promoting and maintaining public confidence in the nursing and midwifery professions
- Promoting and maintaining proper professional standards and conduct for members of the nursing and midwifery professions.





Strategy 2025-27

In the period covered by the strategy – between now and 31 March 2027 – we will focus on five strategic themes spanning our culture, regulation, systems and processes. These are:

- 1. Ensuring trust in professionals:** reviewing and enhancing our regulatory tools to better protect the public and support professionals
- 2. Improving Fitness to Practise:** improving the fairness, timeliness and quality of decisions while focusing on safeguarding and equity
- 3. Culture transformation:** creating a fair and positive culture to become an effective, safe and trusted regulator and employer
- 4. Strengthening leadership:** building a new NMC with strong accountability and united, values-based, empowering leadership
- 5. Modernising the NMC:** updating our technology, systems, legislation and learning to be more agile and efficient.

The strategy builds on our Culture Transformation Plan and Fitness to Practise (FtP) Plan, through which we have already made major strides. Further details can be found here: <https://www.nmc.org.uk/about-us/our-strategy/>



What we do

Our role is to **protect the public and maintain confidence** in the nursing and midwifery professions. As the largest independent regulator in Europe of more than 867,000 nursing and midwifery professionals, we have a crucial role in making this a reality.

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

We also ensure every nurse, midwife and nursing associate on our Register meets **clear standards of conduct and practice** which protects 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.





Our vision

Our vision is for safe and effective nursing and midwifery practice across the four countries of the UK – regulated and supported by the NMC – a fit for the future organisation, with fairness and equity at the heart of everything we do.

Our values and behaviours

At the NMC, our five core values – Integrity, Fairness, Respect, Equity, and Effectiveness – express who we are and who we strive to be. They guide how we make decisions, treat each other and carry out our responsibilities as a modern and independent regulator.

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.



Integrity

We do what is right, take responsibility for our actions, and keep our promises



Fairness

We treat everyone consistently, explain our decisions clearly, and act without favour



Respect

We show dignity, care and courtesy, fostering a positive, inclusive culture for everyone



Equity

We are committed to being an anti-racist organisation where everyone can thrive, whatever their background or characteristics



Effectiveness

We focus on outcomes, use time and resources wisely, and keep learning and improving.

Together, these values help us protect the public and support the professionals we regulate, building a stronger NMC for today and the future.



Our commitment to equity, diversity and inclusion (EDI)



Our Culture and Transformation Plan (2025-28) sets out our strategic objectives and vision for EDI transformation at the NMC with a vision of an inclusive culture for everyone, underpinned by a strong anti-racist ethos.

We value the diversity of the people on our Register, our employees and the people and communities we and our professionals serve.

We have a responsibility as a regulator and as an employer to do everything in our power to tackle discrimination and inequity, and to promote diversity and inclusion. We're taking action, but we have much more to do. We recognise our individual and collective responsibilities to address these issues.

During the application process we commit to making any reasonable adjustments – for example, ensuring closed captions are available during interview. We can also provide this candidate pack in alternative formats, including as a Microsoft Word document and a Welsh language version.

Disabled candidates who meet the minimum criteria for the role are eligible for a guaranteed interview and can request this as part of their application.

By bringing together individuals with a wide range of backgrounds and experiences, we aim to strengthen the quality of our decision-making and better reflect the diverse communities we serve.

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

You can find out more about our commitments to EDI here:

<https://www.nmc.org.uk/about-us/equity-diversity-and-inclusion/edi-nmc/>

Person specification

We are seeking individuals, who as well as having the required competencies and experience, can display our five core values: **Integrity, Fairness, Respect, Equity and Effectiveness.**

You will role model positive behaviours, setting the tone for our hearings and creating an inclusive environment.

Competencies and behaviours

Leadership of hearings

- Maintain firm and effective control of process whilst showing empathy and understanding for those involved in our processes
- Strong leadership skills to manage complex proceedings, maintain focus and ensure fairness
- Confidently manage difficult situations, the behaviours of others and differences of opinion respectfully and factually
- Involve all Panel Members using an enabling, collaborative and facilitative style
- Willing to accept feedback, to be reflective and to learn from the experiences of others.

Judgement and high quality decision-making

- Thorough and effective assimilation of information to identify the essential issues and develop a clear understanding of a case
- Demonstrate sound judgment beyond legal interpretation, considering risk, fairness, and public interest
- Produce clear, well-reasoned determinations that reflect both legal and organisational considerations and can be understood by a member of the public as a standalone document
- Evaluate and balance evidence to reach a reasoned decision.
- Understand how decisions impact wider organisational goals and stakeholder confidence.

Legal expertise

- Understand, interpret and analyse information whilst applying relevant NMC guidance and case law
- Proactively advise in hearings through fair and objective direction and intervention, with no bias or prejudice
- Provide specific, reasoned and succinct advice (both written and oral) based on relevant NMC rules and guidance
- Shows flexibility in approach and can apply skills and knowledge in unfamiliar or developing areas, as appropriate for the role
- Clearly understands what is required for a fair hearing.

Effective working

- Ability to balance legal requirements with practical considerations to ensure hearings run efficiently
- Diligent and efficient, prioritising tasks appropriately and reaching timely decisions
- Able and willing to challenge inappropriate behaviour by others.
- Recognise and accept difference and diversity to establish an inclusive hearing which allows all parties to fully participate
- Able and willing to invest time in developing and maintaining skills and knowledge as appropriate for the role
- Having due regard to the NMC's overarching statutory objective to protect the public and to maintain public confidence in the professions regulated; and to promote and maintain proper professional standards and conduct for members of those professions.

Collaboration and communication

- Showing an ability to listen reflectively and engage thoughtfully; seeking to understand a case and Panel views without prejudgement and with courtesy, sensitivity and allowing others the necessary time to express their views
- Showing an awareness of the diversity of different communities and sensitivity to their particular needs
- Communicating succinctly and in a well-reasoned manner, using technical language only when required and ensuring that complex information is understood
- Providing direction, using appropriate strategies to maintain control and defuse tension
- Having a pragmatic and rational approach to problem-solving.

Eligibility

- You must not have previously served two terms as a Panel Member for the NMC.
- You must not have a conflict of interest which could influence your judgement, actions, or decision-making.

Qualifications and experience

- Ten years' experience as a **solicitor, barrister or advocate at the time of appointment** (February 2027)
 - Have a ten year general qualification (within the meaning of section 71 of the Courts and Legal Services Act 1990); or
 - Be an advocate or solicitor in Scotland of at least ten years' standing; or
 - Be a member of the Bar of Northern Ireland of at least ten years' standing.
- Current good standing (no open investigations, active disciplinary actions or unresolved compliance breaches, and all required fees and filings up to date) with your regulator and you must hold a valid practising certificate.
- Experience of drafting clear, coherent and concise communications that can be easily understood by a lay reader.



Testimonial



Being a Legally Qualified Chair is a privilege and a thoroughly rewarding role. At the forefront of your mind is to ensure that the public are protected and that any hearing is fair.

Preparation is needed. It is important to identify issues that are likely to arise and possible outcomes. Authority is needed to ensure that one remains in control of the hearing. A good ear is essential to fully understand the evidence being given and the submissions being made. Understanding and some hand-holding may be needed to walk a self-representing registrant through the process and to ensure they feel heard and understood. A good knowledge of procedure and legal principles is essential to ensure that hearings are conducted fairly and robustly. One has to be patient, fair and understanding.

I cannot recommend undertaking the role of a Legally Qualified Chair highly enough.



Assessment

Candidates will be assessed against the below criteria:

Values and behaviours

Evidence of these values and behaviours will be assessed at both application and interview stages. The NMC's values and behaviours are:

- Integrity
- Fairness
- Respect
- Equity
- Effectiveness.

Competencies

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

- Leadership of hearings
- Judgement and high quality decision-making
- Legal expertise
- Effective working
- Collaboration and communication.

Responding to the application form

Your response can be based on any aspect of your life, experiences and activities, not just your professional work, but there should be reference to legal skills and ability in your response. The range of behaviours and competencies will be assessed at shortlisting and interview stages.

Please answer the online questions as fully as possible within a limit of **350 words** per question.

In your response to the questions, you should:

- Refer to the person specification and the competencies and behaviours within the appropriate job role specification document
- Limit your answers to 350 words for each of the questions
- You may draw on your personal life experiences as well as any voluntary or paid work experience
- Select your strongest examples
- Ensure your own role in the example is clear and that your answers are specific and tailored to cover the competencies and behaviours that we are testing in each question.

Candidate Q and A Webinar

Join Inclusive Boards and the NMC at 13:00pm on Tuesday 22 September for a live candidate Q&A to gain insight into the role and the application process. Visit www.inclusiveboards.co.uk/nmc-lqc to register your interest in attending.

A recording will be available on request for those who cannot attend live.

The application form can be accessed at:
www.inclusiveboards.co.uk/nmc-lqc-apply

If you require an alternative format please contact:
nmcrecruitment@inclusiveboards.co.uk

Time and remuneration

Commitment to the role

The NMC's priority is to continue to make fair Fitness to Practise decisions which keep people safe, but in a more timely, equitable and considerate way. To achieve this, the NMC anticipates that Legally Qualified Chairs will make themselves available to sit on panels a **minimum of 15 days a year** (noting that depending on availability and hearing capacity we may be able to offer considerably more, for example 50 days per year).

This is not an obligation, but we believe that this provides a benchmark as to what will support the candidate to perform the services with the same skills, knowledge and competencies which led to their appointment.

You will need to be available for both hearings in person in London or Edinburgh, and virtual hearings via Microsoft Teams.



Training

You must be available to attend induction training scheduled for September and October 2027. You will be asked to confirm your preferred training dates if invited to interview.

Remuneration

£540 per day plus a preparation fee, holiday pay and applicable pension contributions.

You will also be reimbursed for reasonable travel expenses incurred on NMC business, in accordance with NMC's Travel and Accommodation Policy for Panel Members, Legal Assessors and Legally Qualified Chairs.

How to apply

The closing date for applications is **11:30am on Monday 5 October 2026**.

Visit www.inclusiveboards.co.uk/nmc-lqc to submit an application form.

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

- Complete all of the questions as fully as possible on the online application form. This will include questions about how you meet the eligibility and competencies, as well as your suitability for the role you are applying for. If you require an alternative format to apply please contact nmcruitment@inclusiveboards.co.uk
- Submit an up-to-date CV of **no more than two pages** when prompted. This will be assessed at the written application stage only.
- Complete the diversity information form when prompted. Please note that providing diversity monitoring information is optional and will be treated in strictest confidence. The information you provide in this section will not be used as part of the selection process or be seen by the interview panel and will only be used by the NMC for monitoring purposes. We value the diversity of the people on our Register and we have to ensure our processes are fair and accessible to them all.

The NMC recognises that the use of Artificial Intelligence (AI) is becoming more prevalent in workplaces and society, and that many candidates, including those from disadvantaged groups, use AI tools. We have included guidance on the use of AI in this application process as an annexe to this candidate pack.

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

You will also be asked to provide information on:

- Conflicts of interest and previous conduct
- Significant political activity
- Your referees.



Reasonable adjustments

We are committed to ensuring we make any reasonable adjustments for travel and accommodation. This includes adjustments for those who are pregnant, disabled or have a long-term health condition.

To find out more, request support when applying, or if you wish to have an informal confidential discussion before applying, please get in touch with one of our consultants by emailing nmcrecruitment@inclusiveboards.co.uk

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

Testimonial

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Sitting as a Legally Qualified Chair for the General Pharmaceutical Council in recent years has enabled me to use and develop my skills in chairing a hearing, and in explaining sometimes complex legal advice to my Committee colleagues.

The majority of registrants appear without representation and it has been a priority of mine to provide guidance about the process and the law, to try and ensure that they are able to fully engage with the process. I work hard to enable registrants, particularly those that are unrepresented, to feel heard and satisfied that whatever the outcome, they have been part of a fair hearing.

It is always a challenging balancing exercise to work within the parameters of the timetable of a hearing, to avoid being part-heard, whilst at the same time, ensuring that a registrant has had an opportunity to participate properly. I find that in providing an ongoing explanation of the process to unrepresented registrants, the hearings that I chair ordinarily conclude in the allocated time frame, and without causing any procedural issues for the registrant.

My view is that a Legally Qualified Chair chairing a regulatory hearing brings many benefits to the hearing process.

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Important additional information

Selection process

We are committed to selection processes that are accessible, fair, transparent, based on merit and free from bias and unlawful discrimination. The selection process will be evidence-led and at each stage you will be assessed against the competencies set out on pages 13 and 14.

Candidates who are recommended for appointment will undergo detailed due diligence checks on your professional and personal history (including social media checks) and references will be required.

Candidates who have met the required standard at the interview stage will be recommended for appointment to the Appointments Board in **May 2027**. The Council will consider the Appointment Board's recommendations for appointment in **June 2027**.

Tenure

The initial appointment of Legally Qualified Chairs will be for a period of four years. For current Panel Members, **appointment to the Legally Qualified Chair role does not start a new four-year term.**

You will move from the Panel Member role to the Legally Qualified Chair role and continue within your existing term dates.

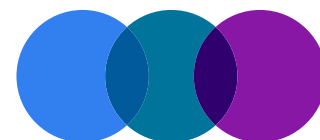
Training and development

All new appointees receive a comprehensive induction programme consisting of online learning and live training for Legally Qualified Chairs. This programme is scheduled to take place during September and October 2027. If invited to interview you will be provided with a selection of induction dates and asked to express a preference. You will not be able to sit as a Legally Qualified Chair until all induction training is complete. All appointees will receive a payment of £260 for each training day. In addition, there will be ongoing opportunities for development both on an individual and collective basis.

Complaints

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

Timeline



DATE	STAGE
11:30am on 7 September 2026	Applications open
13:00pm on Tuesday 22 September 2026	Candidate Q and A Webinar Register interest here: www.inclusiveboards.co.uk/nmc-lqc
11:30am on Monday 5 October 2026	Applications close Applications will only be valid if we receive a completed online application form (including CV). The diversity and inclusion form is voluntary – however, every response helps us understand our audiences better and build processes that genuinely supports and reflects everyone within it. We would welcome your participation. All applications received will undergo an eligibility check, including confirmation that applicants are not disqualified under the Nursing and Midwifery (Constitution) Order and charity law; and identification of any potential conflicts of interest that may need to be discussed.
October to November 2026	Longlisting stage Inclusive Boards will undertake an initial assessment of all applications against the job competencies.
November 2026	Shortlisting stage The NMC will decide which applicants will be invited to be interviewed. Inclusive Boards will let you know the outcome of this stage as soon as we can.

DATE	STAGE
December 2026 to February 2027	Interview Stage The selection interview will last around 60 minutes and will include questions against the competencies. You will be asked to prepare an oral response to various scenarios. You will be given advance notice of this. Interviews will be conducted by a panel of three.
February and March 2027	Post interview stage Following interviews, the NMC will decide who to recommend for appointment to the Appointments Board.
May 2027	Appointments Board Recommendations for appointment considered by the Appointments Board.
June 2027	Council Council to consider the Appointment Board's recommendations for appointment. Candidates advised of final decision.
July to October 2027	Appointment and induction



Appendix 1 - Use of Artificial Intelligence (AI) in applications

The NMC recognises that:

- AI is becoming more prevalent in workplaces and society
- Many candidates, including those from disadvantaged groups, use AI tools
- Appropriate use of AI for application and assessment preparation can demonstrate adaptability and good time management
- Technology evolves rapidly, and we must adapt our processes accordingly
- Our focus should be on authenticity and capability, not blanket technology bans.

We aim to embrace appropriate technology use while maintaining recruitment integrity, fairness, and authenticity.

Acceptable use of AI – Preparation Phase

You **may** use AI tools to prepare for applying to the NMC, including:

Research and learning:

- Gathering information about the NMC, our work, and our regulatory role
- Understanding the types of roles available and their responsibilities
- Researching the healthcare regulatory sector
- Learning about interview techniques and assessment formats
- Understanding competency/behaviour based questions and the Challenge, Action, Result (CAR) method.

Practice and simulation:

- Simulating potential interview scenarios to build confidence
- Practicing responses to common question types
- Developing structured response techniques
- Building confidence in articulating your experiences
- Understanding how to present examples effectively.

Due diligence:

AI does not necessarily provide accurate or current information, so you must verify any information it provides through reliable sources.

Unacceptable Use of AI – During the Process

You **must not** use AI tools during the actual completion of applications, assessments, or interviews.

During application completion:

- **Do not** copy and paste AI-generated content directly into application forms
- **Do not** use AI to generate answers to application questions without significant personal input and customisation
- **Do not** submit AI-generated supporting statements or cover letters that do not authentically reflect your own experiences, skills, and motivations
- **Do not** rely on AI to create your application content for you.

What you should do instead:

- Use AI to help you understand what makes a good application
- Draft your own content based on your genuine experience
- If you use AI to help improve your writing, ensure you completely rewrite content in your own words
- Ensure all examples and experiences are genuinely yours and accurately described.

During assessments and interviews:

- **Do not** use AI tools in real-time during online assessments or tests
- **Do not** reference AI-generated responses during video or telephone interviews
- **Do not** use AI assistance during practical exercises or presentations
- **Do not** submit AI-generated content for any assessment task
- **Do not** have AI tools open or running during any part of the formal assessment.

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



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

