

09/07/2024

Nazir Afzal OBE and Rise Associates
Sent by email

Dear Nazir,

Thank you for your letter accompanying the Review of the NMC's People and Culture, which we commissioned from you in January 2024.

As you say, the Review makes very difficult reading. But we are clear that this is a turning point for the organisation.

Both Council and the Executive Board are committed to building on the Review to eradicate the unacceptable behaviour that you have identified within the NMC and ensure that there is zero tolerance for racism, sexism and bullying and harassment. We will work more effectively to reduce the Fitness to Practise caseload, to deal with all referrals in a more timely fashion and to do so in a way that reduces the levels of stress that are imposed on registrants and the public going through our protracted processes and on our colleagues who administer them.

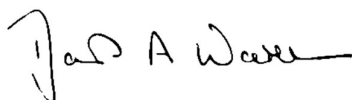
Your emphasis on the possibility of heightened risk in this context is of concern to us and the Review's identification of safeguarding is an important area of immediate focus for our work.

Over the last 18 months, we'd started to put the building blocks in place for some of the issues your report highlights, but your recommendations will help us to go further and faster. We are committed to full transparency to our people and our stakeholders as we implement this turnaround plan.

I am grateful to you for recognising that, however critical the Review necessarily is of the leadership of the organisation, you have had the support of the Council and the Executive in undertaking this work, in encouraging colleagues to share their lived experience with you, and in understanding the messages for us that have resulted from your analysis, however uncomfortable and indeed painful they may be.

The same principles will inform the work that we will now set in hand to address these issues with pace and determination. I take some encouragement from your final paragraph that this is achievable but will not be complacent about the task ahead.

Yours sincerely,



Sir David Warren
NMC Chair of Council