

Independent culture review report is now published

10 July 2024

We're sorry for the completely unacceptable experiences described in the report

Dear Panel Member/Chair applicant,

Culture review report

We have now published the [independent culture review report](#) by Nazir Afzal and Rise Associates, along with both the Executive team's and Council's full response to the report's findings and recommendations. These can be found on our [website](#).

I should say that the report is a difficult read and if any parts of the report impact you in any way please do reach out to your networks for support.

[Read the culture review report](#)

Executive team's response to the recommendations

Reflection, accountability and action

This is a sobering moment for all of us at the NMC. It will also be of real concern to nurses, midwives and nursing associates, and to the public we serve.

As the executive team accountable for leading the organisation, we are sorry for the completely unacceptable experiences of racism, discrimination and bullying

described in Nazir Afzal and Rise Associates' report. We are equally sorry that people haven't felt safe to speak up about these issues or able to have confidence that they will be dealt with.

Change starts now with our full acceptance of the recommendations that Nazir and his team have identified. This acceptance marks a turning point for the NMC – we must change because our culture is only as good as the poorest individual experience. That means we have a very long way to go. Some of our colleagues and stakeholders will want to see immediate action, while others will prefer us to take the time to reflect carefully on the right way forward. Work starts now to strike the right balance for everyone.

[Continue to read the executive team's response to the recommendations](#)

[Read a statement from the Council](#)

Your application process

I know that the news of the report may have come as a shock, but I wanted to highlight that your application is an important opportunity to support the NMC in the changes it will be making to implement the report's recommendations. Panel members and Chairs have an essential role in helping us to deliver our public protection duty.

Thank you all,

Matt Hayday

Secretary to the Council / Assistant Director, Governance