



Ministry of Housing,
Communities &
Local Government

Alison McGovern MP

Minister of State for Local
Government and Homelessness

2 Marsham Street
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Nottingham Council Commissioners

By email

4 February 2026

Dear Sharon, Tony, and Margaret,

Thank you for your fourth report dated 5 December 2025, and for the continued work that you have been undertaking in collaboration with Nottingham City Council. We are publishing your report today, along with this response.

We are very encouraged by the progress the Council has made since February 2024 with your guidance, encouragement and support, particularly in relation to developing a strong and committed senior leadership, strengthening strategic direction, financial procedures and stability, governance, and working relationships. I am pleased to hear that you have felt able to start stepping back since November 2025, with the Council taking increasing ownership of day-to-day operations.

It is good to hear that you consider strong foundations are now in place, and the trajectory is set, but I do understand that the Council remains at an early stage in its recovery. Your report is helpful in highlighting the need for sustained focus in order to embed continuous improvement and deliver transformational change, especially in children's and adult's services.

The Secretary of State has considered carefully the report and all other relevant information, including a letter from the Council. He is satisfied that the Council has made substantial progress across most Best Value themes, and that its leadership has the capacity to drive ongoing improvement. However he considers that the Council is not yet meeting its Duty in two themes: Continuous Improvement and Service Delivery.

In recognition of, and to help build on, this very significant progress, the Secretary of State is minded to provide a further but reduced package of statutory support to the Council for 18 months, to be reviewed after 12. He is minded to issue updated Directions under the Local Government Act 1999 focussing on the development and implementation of a Continuous Improvement Plan, supported by a Committee including some external membership and subject expertise. This would be overseen by two Ministerial Envoys, appointed by the Secretary of State, who would work

collaboratively in an advisory capacity to further the progress already made. All powers to take decisions on behalf of the Council which Commissioners currently hold would return to the Council when the February 2024 Directions end. The Envoys would provide six-monthly progress reports to the Secretary of State.

We are seeking representations on these proposals by 11 February 2026, and will make and announce final decisions as soon as practicable.

Thank you again for your continued hard work and commitment in supporting the Council's recovery. We expect Nottingham City Council to continue engaging with you constructively, as required, until a final decision is announced.

Yours ever,

ALISON MCGOVERN MP

Minister of State for Local Government and Homelessness