

24 MARCH 2026 DIRECTIONS

These Directions replace the Directions issued on 22 February 2024, which have now ended.

THE NOTTINGHAM CITY COUNCIL DIRECTIONS UNDER SECTION 15(5) OF THE LOCAL GOVERNMENT ACT 1999

1. The Secretary of State for Housing, Communities and Local Government (“the Secretary of State”) has carefully considered the following in respect of Nottingham City Council (“the Authority”):
 - i. The quarterly progress reports from the Commissioners at Nottingham City Council (as published on Gov.uk) including;
 - a. Third report of 21 November 2025
 - b. Fourth report of 5 December 2025
 - ii. The progress report from Nottingham City Council of 5 December 2025
 - iii. All representations to the Secretary of State’s ‘minded to’ proposals of 4 February 2026. Two representations were received, one from Nottingham City Council and one from a Councillor.
 - iv. Discussions between Ministers and Officials of the Ministry of Housing, Communities and Local Government and Members and Officers of the Authority and other developments since 4 February 2026.
2. The Secretary of State is satisfied that the Authority is failing to comply with the requirements of Part I of the Local Government Act 1999 (“the 1999 Act”)
3. The Secretary of State, having considered the representations made by the Authority as required by section 15(9) of the 1999 Act, and that listed above, considers it necessary and expedient, in accordance with the powers under section 15(5) of the 1999 Act, to direct the Authority as set out below in order to secure the Authority’s compliance with the requirements of Part I of the 1999 Act, in particular:
 - i. To establish the Authority’s Continuous Improvement Committee (the Committee) with appropriate membership and transparency.

- ii. To prepare and agree with the Committee a Continuous Improvement Plan (which may include or draw upon improvement or action plans prepared before the date of these Directions), with resource allocated accordingly.
 - iii. To embed improvements in relation to scrutiny and decision-making functions, financial and risk management, accounting processes and reporting arrangements, officer-member relations and service delivery.
 - iv. To embed improvements to ensure conformity with the Best Value Duty, thereby delivering improvements in services and outcomes for the people of Nottingham.
4. Pursuant to powers under section 15(5) of the 1999 Act, the Secretary of State directs:
 - i. The Authority to take the actions set out in Annex A to these Directions.
 - ii. That, from the date of these Directions, the Authority shall co-operate with the Ministerial Envoys and shall provide such information and assistance as the Ministerial Envoys may require for the purpose of fulfilling their role.
5. These Directions shall remain in force until 30 September 2027 unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date.

Signed on behalf of the Secretary of State for Housing, Communities and Local Government.

James Blythe

Senior Civil Servant in the Ministry for Housing, Communities and Local Government

Date: 24 March 2026

ANNEX A

ACTION THE AUTHORITY IS REQUIRED TO TAKE

In this Annex, the following expressions have the following meanings –

“the Authority” includes the Leader of the Council, members of the Cabinet, any committee or sub-committee of the executive, any committee or subcommittee of the Council; and any other person who has responsibility for the matter in question.

“The Envoys” refers to the Ministerial Envoys, appointed by the Secretary of State to work comprehensively across the authority providing support in an advisory and mentoring capacity.

The actions to be taken by the Authority are:

- a. Working with, and to the satisfaction of Ministerial Envoys, establish a Continuous Improvement Committee (the Committee) including appropriate membership including external expertise to provide challenge and advice. Agree the Committee’s Scheme of Work and meeting agendas with Envoys. Membership of the Committee should draw on existing Committee membership where appropriate and must include:
 - Independent external member as Adults Social Care Lead;
 - Independent external member as Children’s Lead;
 - The Leader as Chair of the Committee;
 - At least two Opposition Councillors; and
 - The Ministerial Envoys.

- b. Within three months from the date of these Directions, to prepare and agree with the Ministerial Envoys a Continuous Improvement Plan (which may draw on any plans prepared before the date of these Directions), with resource allocated accordingly. At a minimum, the Continuous Improvement Plan should include the actions and workstreams:
 - To embed improvements in delivering financial stability across the Authority.

- To embed improvements in the proper functioning of the Authority's scrutiny and decision-making processes.
 - To embed improvements in risk management and internal audit arrangements.
 - To continue to act to embed continuous improvement in all service areas, transforming front-line functions and the organisation's culture.
 - To continue to embed all improvements across the Authority and sustain a culture of continuous improvement and positive member-officer relationships.
- c. To continue to work with other councils in the Nottinghamshire area for unitary local government and on implementing any such proposal later agreed upon, seeking the advice of Ministerial Envoys as required.
- d. For the Direction period, to cooperate with the Ministerial Envoys appointed by the Secretary of State.
- e. To have regard to and respond promptly and in public to any recommendations from the Committee with respect to the Nottingham City Council Continuous Improvement Plan and its implementation.
- f. To allow the Ministerial Envoys at all reasonable times, such access as appears to the Ministerial Envoys to be necessary:
- to any premises of the Authority;
 - to any document relating to the Authority: and
 - to any employee or member of the Authority.
- g. To provide the Ministerial Envoys, at the expense of the Authority, with such reasonable amenities and services and administrative support as the Ministerial Envoys may reasonably require from time to time to carry out their functions and responsibilities under these Directions.
- h. To pay the Ministerial Envoys reasonable expenses, and such fees as the Secretary of State determines are to be paid to them.

- i. To provide the Ministerial Envoys with such assistance and information, including any views of the Authority on any matter, as the Ministerial Envoys may reasonably request.
- j. To co-operate with the Secretary of State for Housing, Communities and Local Government in relation to implementing the terms of these Directions.