



Ministry of Housing,
Communities &
Local Government

Alison McGovern MP

*Minister of State for Local Government
and Homelessness*

2 Marsham Street
London
SW1P 4DF

Nottingham Council
Commissioners
By email

21 November 2025

Dear Sharon, Tony, and Margaret

I am writing to thank you for your third report of August 2025, which we are publishing today together with this response.

I am encouraged to hear that Nottingham City Council continues to make steady progress in delivering its Improvement Plan. It is reassuring that the Council is now showing "early signs of a shift toward continuous improvement thinking" and that positive changes are beginning to embed.

Commissioners are scheduled to leave when the existing Directions end on 22 February 2026. Work remains to ensure the intervention can conclude as planned. As you note, key challenges include improving consistency in member and officer interactions and senior leadership behaviours, and ensuring the timely delivery of budgeted savings. While good progress has been made in risk management and Internal Audit, the Council must now embed these functions to support informed decision-making. The quality and speed of service delivery and transformation plans also require further improvement.

The coming months will be critical in addressing these issues, alongside ongoing work on Local Government Reorganisation and setting a balanced budget for 2026/27 by the statutory deadline. In line with these priorities and recent developments within the Commissioner team, the Secretary of State has today appointed Sharon Kemp as Lead Commissioner, with continued support from Tony McArdle and Margaret Lee to maintain capacity and oversight until February 2026. Your continued guidance as Commissioners remains essential, and I am grateful for your ongoing oversight and strategic support as the Council is expected to take increasing ownership of day to day operations.

It is encouraging that, to date, you have not found it necessary to use your formal powers or request changes to the scope or length of the intervention. I believe the coming months will determine whether this position can be maintained. The Secretary of State and I look forward to receiving your next and final report by 5 December, including a comprehensive assessment of the Council's progress to date, and recommendations on any future support required. Any decision to conclude the

intervention will only be made once the Council has demonstrated that it is meeting its Best Value Duty, and your findings will be carefully considered in determining the next steps for Nottingham.

Thank you for your continued commitment and collaboration with Nottingham City Council.

Yours ever,

Alison McGovern

Minister of State for Local Government and Homelessness