Department of Health & Social Care

From the Rt Hon Yvette Cooper MP
Secretary of State for Health and Social Care

39 Victoria Street
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Helen Kalsi – Executive Member for Adult Social Care and Health
Sajeeda Rose - Chief Executive
Richard Smith - Director Adult Social Services

Cc: Sharon Kemp – MHCLG Best Value Envoy

By email

14 September 2026

Nottingham City Council – s.50 Notification

Dear Councillor Kalsi, Ms Rose, and Mr. Smith

As you will be aware, I have been notified by the Care Quality Commission (CQC) of their conclusion that Nottingham City Council has failed in the delivery of some of their Care Act duties; and of CQC's conclusion that overall delivery "Requires Improvement."

Whilst I am concerned at the CQC's findings, I recognise the actions you have taken to address the identified failings and your plans to make improvements in the areas of concern. I also note the areas of strength and good practice that have been identified in the CQC's report.

I have carefully considered the findings and recommendations of the independent assessment provided by the CQC and information provided to me by my officials following their discussions with you and colleagues at the Council. I am not proposing to make use of the intervention powers afforded to me by the Health and Care Act 2022. However, given that there are failings in some of the Council's Care Act duties, I consider it necessary that I have additional line of sight and assurance of the improvement work connected to the s.50 notification.

To that end, it is my intention to appoint James Bullion as an Improvement Advisor to support the Council to develop a robust, accountable and sustainable improvement plan with timely and effective measures of success. I am mindful that Nottingham City Council remains subject to Best Value oversight and am keen to ensure that our approach is aligned with, and supports, this work. I am committed to avoiding unnecessary duplication and intend for the Improvement Adviser role to complement existing improvement activity, helping to ensure a coherent approach that delivers the best possible outcomes for people who draw on adult social care services.

I understand you have discussed and agreed with my officials, and colleagues form MHCLG, how this can work most effectively, and I very much welcome this collaborative approach. As such I trust that you will accept my offer of support and work collaboratively with the Improvement Advisor.

I encourage you also to use every opportunity to be as transparent as you can at a local level in your improvement planning, using local Scrutiny Boards and Full Council appropriately, including publishing the improvement plans, CQC report and this letter as part of publicly available papers.

As you will be aware my department also funds a national improvement offer to help councils improve their delivery of statutory duties. I encourage you to work with the DHSC Improvement Advisor to draw on this support wherever relevant.

Finally, I would like to take this opportunity to formally recognise CQC's finding that Nottingham is already making progress to improve on the issues raised in the report. I was also encouraged to read that you have robust systems and procedures in place to monitor the quality of services and ensure people are safe. I recognise the hard work of many of the staff at your Authority, including yourself, as the Council is taking the necessary steps to improve the delivery of its adult social care duties.

I look forward to hearing positive news on your progress in the forthcoming months.

Yours sincerely,



RT HON YVETTE COOPER MP