



The Rt Hon Yvette Cooper MP
Secretary of State for Health and Social Care
Department of Health and Social Care
39 Victoria Street
London
SW1H 0EU

23rd July 2026

Dear Yvette,

Congratulations on your appointment and request for a meeting to discuss the future of NHS reform

I am writing on behalf of [Managers in Partnership](#) (MiP), the specialist union for more than 10,000 managers and senior staff across health and care, to congratulate you on your appointment as Secretary of State for Health and Social Care and to wish you every success in the role.

You take on the role at a pivotal moment for the health service. The NHS is undergoing its most significant structural change in over a decade through the Health Bill currently progressing through Parliament. Reform on this scale can succeed only if the service has the management capacity and expertise to deliver it.

Our members lead services, manage resources, oversee patient safety and turn national policy into delivery. They are the people who make a complex health system work, bringing together teams and organisations to integrate care and improve services for patients. They support reform and greater local autonomy. They like getting things done and share the government's ambition to reduce waiting lists, improve access to care and build a more effective and responsive health service. They want to do more to support local communities and help young people into work, with the NHS as an anchor institution. Their concern is that the way the reorganisation is being pursued risks weakening the very management capability on which those ambitions depend. The prime minister voiced similar concerns as the mayor of Greater Manchester.

Over the past 15 months, major workforce reductions have already placed NHS organisations under considerable pressure. Around 12,500 posts are expected to be lost from integrated care boards and a further 7,500 from NHS England, with additional reductions taking place across NHS trusts. These changes are proceeding while key questions about the future operating model and the location of essential functions remain unresolved. Experienced staff are leaving, workloads are increasing and confidence among our members has been badly damaged.

The Health Bill risks compounding these pressures. It abolishes NHS England, transfers its functions and gives integrated care boards wider responsibilities at the same time as their workforces are being significantly reduced. Disproportionate reductions in management capacity risk undermining productivity by shifting essential operational responsibilities onto already stretched clinical teams. Our concern is that receiving



organisations may inherit new legal responsibilities without the specialist expertise, organisational knowledge or operational capacity needed to discharge them effectively.

I set out these concerns in more detail when I [gave evidence](#) to the Public Bill Committee on 16 June, drawing on the direct experience of managers across the health service. Since then, MiP has continued to engage constructively with the Department on potential improvements to the Bill and the wider implementation process. We are keen to continue that dialogue under your leadership and stand ready to support the Department by sharing the insight of our members who are responsible for implementing change on the ground every day and the practical thinking we have developed on potential improvements to the Bill.

I would welcome the opportunity to meet with you to discuss our members' concerns and MiP's thinking on how the reforms could be implemented more effectively, leading to longer term stability and a greater focus on getting real reform done. We would be happy to work around your diary. Should a meeting not be possible at this stage, we would welcome the opportunity to speak with the relevant officials in your Department.

We look forward to working constructively with you and your team in the months ahead.

Yours sincerely,

Jon Restell
Chief Executive
Managers in Partnership