



Committee and Date

Transformation and
Improvement Overview and
Scrutiny Committee

17 November 2025

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 8 September 2025

In The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ

10.00 am

Responsible Officer: Ashley Kendrick Democratic Services Officer

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Present

Councillor David Minnery (Chair)

Councillors Dawn Husemann (Vice-Chair), Ed Bird, Rosemary Dartnall, Gary Groves, Malcolm Myles-Hook, Chris Naylor, Charles Shackerley-Bennett, Jon Tandy, Beverley Waite and Sam Walmsley

12 Apologies

Before the meeting, the Chairman advised that agenda item 6 – Financial Monitoring Report Quarter 1 and item 7 – Financial Monitoring Period 4 would be taken together.

No apologies were received.

13 Disclosable Interests

No declarations were received.

14 Minutes of Previous Meeting

RESOLVED:

That the minutes of the meeting held on 9 June 2025 be signed by the Chairman as an accurate record.

15 Public Question Time

A public question was received from John Palmer in relation to the use of consultants.

The full question and response can be found on [Response to Public Question TI 8 Sept.pdf](#)

16 Member Question Time

No members' questions were received.

17 Financial Monitoring Report Quarter 1 2025/26

The S151 Officer, joined by the Portfolio Holder for Finance, presented the reports for both Quarter 1 and Period 4 and explained the difference between quarterly and period reports, noting that quarterly reports provide a more detailed analysis of savings delivery, underspends, and overspends, while period reports offer a monthly overview. The Quarter 1 report included projections based on data from April to June and set the context for the financial year. The Period 4 report highlighted a worsened forecast outturn position when compared to Quarter 1, of £35.169m, indicating what could become an illegal financial position by year-end if not rectified.

Members were advised that the adverse scenario (£102.433m as at Period 4) was significantly worse due to the risk of the Northwest Relief Road (NWRR) scheme cancellation, which would make all costs chargeable to revenue.

Members noted that an independently chaired Improvement Board and three Operations Boards—spend control, workforce review, and technical board—had been set up to rigorously monitor expenditure, workforce decisions, and income generation, aiming to deliver at least £2.5 million in savings and drive short- and long-term financial sustainability.

Members raised concerns about the sustainability of Council finances, the need for concrete savings plans, and the impact of demographic pressures, especially in adult and children's social care.

The importance of building up reserves for unexpected costs was stressed, with a target of at least £5 million in the general fund balance.

Questions were raised about the status and financial implications of the Northwest Relief Road, with clarification that the project is paused, not cancelled.

The need for realistic, deliverable budgets and robust monitoring was emphasised, with calls for more real-time reporting and transparency.

Members noted the reports.

18 Financial Monitoring Period 4

The discussion on this item can be found in the previous agenda item as they were considered together.

19 Performance Monitoring Report Quarter 1 2025/26

The Service Director for Strategy presented the performance monitoring report for quarter 1.

Members questioned the relevance of certain indicators and suggested a review of performance measures to focus on areas within the Council's control and statutory responsibilities.

Members asked questions relating to EHCPs, housing and homelessness, FOI requests, household waste, education attainment and use of bed and breakfasts. The Service Director advised that a response would be provided after the meeting as KPIs are managed by relevant service managers.

It was agreed that a future agenda item be added to review and rationalise the data collected and reported, aiming for more meaningful and actionable performance monitoring.

Members noted the report.

20 Annual Customer Feedback (complaints) Report

The Portfolio Holder presented the report which reviewed Shropshire Council's handling of complaints and compliments over the past year, focusing on the Council's approach to the new Ombudsman's code, which introduced more stringent recommendations for complaint handling.

The importance of using complaints data to inform scrutiny work programmes and performance measures was highlighted, noting that the committee should focus on patterns and trends, not individual complaints.

Members advocated for retaining internal standards for historical comparison and practicality, rather than fully adopting external standards.

The committee acknowledged the need to balance ambition with available resources.

21 Work Programme

Members received the work programme as circulated with the agenda.

RESOLVED:

That

- Authority be delegated to the Chair, Vice Chair, and senior officers to establish a task and finish group as needed.
- The work programme would be amended to reflect these changes, and members will be updated accordingly.
- Reporting mechanisms for task and finish groups will be clarified in the work programme.

22 Date of Next Meeting

Members noted that the next meeting is scheduled for 17 November 2025.

Signed (Chairman)

Date: