

Shropshire Council
Legal and Democratic Services
Guildhall,
Frankwell Quay,
Shrewsbury
SY3 8HQ

Date: 21 November 2025

Committee:
Transformation and Improvement Overview and Scrutiny Committee

Date: Monday, 1 December 2025

Time: 10.00 am

Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ

You are requested to attend the above meeting. The Agenda is attached

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

Please click [here](#) to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel [Here](#)

Tim Collard
Service Director – Legal, Governance and Planning

Members of Transformation and Improvement Overview and Scrutiny Committee

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

Your Committee Officer is:

Ashley Kendrick Democratic Services Officer

Tel: 01743 250893

Email: ashley.kendrick@shropshire.gov.uk

AGENDA

1 Apologies

2 Disclosable Interests

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

3 Minutes of Previous Meeting

To confirm the minutes of the meeting held on 17 November 2025.

TO FOLLOW

4 Public Question Time

To receive any questions from members of the public. Deadline for notification is 12 noon on Tuesday 25 November 2025.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification is 12 noon on Tuesday 25 November 2025.

6 Financial Monitoring Period 7

To scrutinise performance at Period 7 and identify issues that may require further investigation by an overview and scrutiny committee.

REPORT TO FOLLOW

7 Fees and Charges Pricing Policy (Pages 1 - 30)

To review and understand this organisation-wide framework for setting, reviewing, and managing all council fees and charges.

8 Improvement Plan

To update the committee on the progress of the development of the Improvement Plan

REPORT TO FOLLOW

9 Staff Bullying and Harassment Task and Finish Group update

To receive an update on the progress of the implementation of the recommendations made by the Staff Bullying and Harassment Task and Finish Group.

REPORT TO FOLLOW

10 Work Programme (Pages 31 - 32)

To consider proposals for the Committee's work programme 2025 – 2026, attached

11 Date of Next Meeting

To note that the next meeting is scheduled to take place on Monday 9 February 2026.

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	Committee and Date Transformation & Improvement Scrutiny 1 st December 2025 Cabinet 3 rd December 2025	Item Public
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Fees and Charges Pricing Policy

Responsible Officer:	James Walton
email: james.walton@shropshire.gov.uk	
Cabinet Member (Portfolio Holder):	Roger Evans, Finance

1. Synopsis

A new corporate fees and charges policy will help ensure effective and consistent management of discretionary service charges across the Council, supporting financial stability and sustainability aligned to Council priorities.

2. Executive Summary

- 2.1. To ensure the Council's financial stability and onward journey to sustainability it is necessary for a corporate approach to be taken towards the effective management of fees and charges for the Council's chargeable services. The report introduces a corporate fees and charges policy, applicable to all discretionary services where a charge can be made. This will help ensure the Council maximises opportunities to generate income where appropriate and in turn enables financial resources to be utilised more effectively, to support service delivery and ultimately the Council's priorities.
- 2.2. This policy will be subject to annual review to ensure it continues to reflect the needs and aspirations of the Council. The setting of fees and charges will be incorporated into the annual Medium Term Financial Strategy and budget setting timetable and a further report with details of the 2026/27 fees and charges amounts will be presented to Council in February 2026.

- 2.3. The overall aim of the fees and charges policy is to ensure that fees and charges are set within a framework of value for public money for all our residents and businesses. It allows the council to have a properly considered, consistent and informed approach to all the fees and charges it levies for its discretionary services. This will in turn support the Council's journey towards financial sustainability and the delivery of the Council's priorities.
- 2.4. The policy introduces a consistent, organisation-wide framework for setting, reviewing, and managing all council fees and charges for discretionary services. Its core objective is to move towards Full Cost Recovery as the default position for discretionary services, thereby enhancing the financial sustainability of services in the context of the declared financial emergency (Sept 2025).
- 2.5. The Council does not have full discretion for all fees and charges as some are set nationally, whilst others are governed by certain restrictions, for example inflationary increases only. The Council does, however, have powers to charge for some services under various legislation dating back many years e.g. 1949 Prevention of Damage by Pests Act. The Local Government Act 2003 provides clarity over charging powers and is clear that a local authority can charge for discretionary services based on recovering the full costs of providing the service but that it should not make a profit year on year. The same Act also covers a local authority's power to trade whereby a profit/surplus can be made if trading is carried out through a company. This report concentrates on charging for discretionary services. A key point to note is that charges should be set at the right level to balance the subsidy between service user and taxpayer.
- 2.6. The policy includes consistent principles:
1. **Cost Recovery as Default** – Users of discretionary services should normally pay the full cost of the service, unless a subsidy is approved for policy reasons.
 2. **Transparency** – Charges and the reasons behind them should be clear to service users and decision-makers.
 3. **Affordability and Accessibility** – Fees must not create unnecessary barriers, and concessions should be targeted to those who most need them.
 4. **Consistency** – Similar services should be charged on the same basis across the Council.
 5. **Regular Review** – All discretionary fees and charges should be reviewed at least annually, with changes linked to the budget cycle.
 6. **Market Awareness** – Benchmarking against other councils and providers to ensure charges are competitive and justifiable.
 7. **Legal Compliance** – All charges must be in line with statutory powers and restrictions.
 8. **Value for Money** – Fees and charges should contribute to efficient, sustainable services.

These principles ensure that fees are:

- Fair and transparent for service users
- Aligned with our corporate priorities and statutory duties
- Set at a level that supports the financial sustainability of services
- Applied consistently across the organisation

2.7. The setting of fees and charges will be incorporated into the annual Medium-Term Financial Strategy (MTFS) and budget setting timetable in line with the annual process. Incorporating these reviews into the service/financial planning process will also permit consideration of cross-cutting issues and impacts in the context of wider policy objectives. This policy will form the basis of the Council's fees and charges calculations for consideration each year, prior to the formal approval of the MTFS at full Council in February. Table 1 below shows the total fees & charges income included within the original 2025/26 budgets of £103.86m and the split between discretionary and non-discretionary amounts.

	2025/26		
	Total	Discretionary	Non-Discretionary
Total Fees and Charges	£103.86m	£55.12m	£48.74m
% split		53.07%	46.93 %

Table 1: 2025/26 Total Fees and Charges as approved in February 2025.

2.8. As can be seen from the table above, there is a slightly higher proportion of income raised from discretionary fees and charges, totalling £55.12m. Table 2 below shows the main services areas making up most of this discretionary total.

Service Area	£m
Shire Services	5.93
Work Placement	3.29
Corporate Landlord	10.02
Car Parking	7.00
Theatre Services	6.34
Waste Management	5.90
Finance & Technology	1.75
Registrars & Coroners	1.05
Other*	13.85
Total Discretionary Income	55.12

Table 2: Breakdown of 2025/26 discretionary fees and charges income

* A further breakdown can be found in Appendix 1 Fees & Charges 2025/26 Council February 27th 2025

2.9. The policy attached at Appendix 1 details the principles and process for the calculation of fees and charges. Officer responsibilities are also set out for Service Directors and Service Managers, alongside the governance requirements.

2.10. The standard assumption is that all fees and charges will be increased in line with CPI (a national inflation index that excludes mortgage costs) although some prices are subject to other indexation or must reflect changes to the underlying cost base that may be above or below this average inflation. In setting the level of fees and charges, the Council will have regard to the following principles:

- The level of fee set by statute
- Recovery costs and overheads
- Comparison with commercial offers
- Benchmarking with other councils
- Impact on behavioural change, including avoiding perverse incentives
- Considerations around pricing strategies and elasticity (for example, by setting fees too high, demand for the service may reduce. Equally setting fees too low may create unsustainable service demand)

2.11. The Council will also have regard to the Public Sector Equality Duty (PSED) placed upon us by the Equality Act 2010

3. Recommendations

- 3.1. It is recommended that Cabinet Members:
- a. Consider the Fees and Charges Policy attached at Appendix 1
 - b. Recommend to Council the approval and adoption of the Fees and Charges Policy for 2026/27 and incorporation into the Medium-Term Financial Strategy and budget setting process in February 2026.

Report

4. Risk Assessment and Opportunities Appraisal

- 4.1. The introduction of the fees and charges policy provides an opportunity to maximise income generation for the Council where applicable and ensure a consistent and transparent approach.
- 4.2. User demand for services may be affected by pricing, it will be necessary therefore to monitor service usage closely to ensure appropriate action, in line with this policy is taken where necessary to address any adverse effect.
- 4.3. Given that there are likely equality and health and wellbeing impacts arising from the introduction of this policy an ESHIA has been carried out at this stocktake point. This is attached in the appendices.
- 4.4. At this stage the impacts are considered to be neutral to low negative for people in the protected characteristic groupings of age and disability as defined by the Equality Act 2010. The Council also considered impacts are likely to be neutral to low negative in regard to people in our additional local grouping of social inclusion, given access to service challenges across our large rural county. These impacts will be kept under review along with reference to good practice elsewhere and ongoing engagement across services.

4.5. Risk table:

Risk	Impact	Likelihood	Mitigation Strategy
R1: Public/Political Backlash: <i>Increased visibility of fees, particularly those moving to full cost recovery, could lead to adverse public reaction and political challenge at a sensitive time during the financial emergency.</i>	High	Medium	Implement clear communication strategies (Transparency Principle), providing at least one month's notice, and clearly articulating the policy reasons (subsidies) for services that remain below full cost recovery.
R2: Legal Challenge (Ultra Vires Charging): <i>The Council is legally restricted to recovering only the cost of providing a discretionary service. Errors in cost calculation (e.g., including non-allowable costs or making a profit) could lead to a Judicial Review, requiring refunds and generating adverse publicity.</i>	High	Low	Mandatory use of the Cost Recovery Calculator , which is signed off by the relevant Finance Business Partner, to ensure only legally recoverable direct, indirect, and overhead costs are included in the charge.
R3: Non-Compliance Across Services: <i>Services may lack the time or expertise to use the Cost Recovery Calculator or fail to complete the mandatory annual review, leading to inconsistent pricing and unrecovered costs.</i>	Medium	Medium	Finance/PMO team to provide ongoing training and support on the costing tool and review process. Auditing of compliance to be integrated into the budget preparation timeline to ensure accountability.
R4: Reduced Accessibility/Demand Impact: <i>Moving services to full cost recovery or increasing fees too quickly could create unnecessary barriers, particularly for vulnerable groups, leading to a reduction in service demand.</i>	High	Medium	Carry out ESHIAs where proportionate in regard to fee changes. Concessions/subsidies will be targeted and budgeted to account for impact upon people in protected characteristic groupings.
R5: Impact on Rural Communities/Market Failure: <i>Implementing uniform fees may disproportionately affect isolated and/or rural areas of Shropshire, where lack of local alternatives or increased travel costs makes the Council service the only viable option, potentially risking an implicit market failure.</i>	Medium	Medium	Where appropriate, the policy allows for differential charging based on geographic location or specific community need to maintain accessibility, subject to a robust assessment by the Service Manager and review by the Portfolio Holder.

5. Financial Implications

5.1. Shropshire Council continues to manage unprecedented financial demands, and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is set out in the monitoring position presented to Cabinet on a monthly basis. Significant management action has been instigated at all levels of the Council reducing spend to ensure the Council's financial survival. While all reports to Members provide the financial implications of decisions being taken, this may change as officers and/or Portfolio Holders review the overall financial situation and make decisions aligned to financial survivability. All non-essential spend will be stopped and all essential spend challenged. These actions may involve (this is not exhaustive):

- scaling down initiatives,
- changing the scope of activities,

- delaying implementation of agreed plans, or
- extending delivery timescales.

5.2. The adoption of the Fees and Charges Pricing Policy is fundamental to mitigating the Council's critical financial risk and forms an essential part of the medium-term financial strategy.

5.3. The policy will drive a rigorous, evidence-based approach to income generation across the entire organisation. Specifically, it has the following financial implications:

5.3.1. **Protecting the Budget:** By mandating an annual review and the use of the Full Cost Recovery Principle as a default, the Council will systematically ensure that discretionary services do not leak budget through unintentional subsidies or failure to capture real operating costs (direct, indirect, and overheads).

5.3.2. **Maximising Revenue Potential:** The unified framework enables Services to confidently and compliantly set charges that maximize revenue potential, helping to close the budget gap and support the overall financial sustainability of the Council.

5.3.3. **Governance and Audit:** The policy enhances financial governance by standardising the consultation, approval, and publication of charges, reducing risks associated with non-compliant or arbitrary fee setting.

6. Climate Change Appraisal

The Fees and Charges Pricing Policy is a corporate governance document focused on financial principles, processes, and legislative compliance.

6.1 Expected Outcome: No Effect.

6.2 Energy and fuel consumption, Renewable energy generation, Carbon offsetting or mitigation: There is no direct effect on these areas, as the policy itself is purely procedural and financial. Any changes to fees and charges that do have a physical or operational impact (e.g., changes to parking fees, waste charges) will require a separate, mandatory climate change appraisal summary to be completed at the point of service charge implementation, as required by the Council's standard reporting procedures.

6.3 Climate change adaptation: The policy indirectly supports the ability to fund future adaptation strategies by ensuring the Council's financial resources are maximized and protected.

7. Background

7.1. The Council currently faces critical financial challenges, making the maximisation of legitimate and compliant income streams a non-negotiable component of its financial recovery plan.

7.2. Historically, the approach to setting and reviewing fees and charges has been highly decentralised, leading to inconsistency. This has resulted in an added pressure on the Council's budget.

7.3. The Fees and Charges Pricing Policy has been developed to introduce clear guidance and a consistent standard for services to follow, requiring mandatory annual reviews and the application of full cost recovery principles unless an explicit, policy-driven decision is made to subsidise. The policy, which supersedes all previous guidance, has been subject to review by the Transformation & Improvement Scrutiny Committee prior to this Cabinet submission.

8. Additional Information

Statutory and Discretionary Charges Legislation

- 8.1. Statutory services are those services that an authority is mandated to or has a duty to provide, fees and charges in respect of these services are either set by Government or based on full cost recovery.
- 8.2. The Local Government Act 2003 provides a general power to charge for discretionary services (services that an authority has the power, but is not obliged to, provide). Additions or enhancements to mandatory services above the standard that an authority has a duty to provide may be provided as discretionary services.
- 8.3. The Council may generate income from the public through charging and trading for services that exceed the statutory requirements or are added value optional services, such as pre-application planning advice.
- 8.4. In general terms, the Council may not make a profit on its charging activities or subsidise other services and cannot charge for services that customers do not choose to use. A profit may be defined as a surplus received in excess of the full cost of delivering the service. Full cost includes all direct costs, such as pay and materials, and also indirect costs including overheads such as finance, accommodation, HR and IT.
- 8.5. In accordance with the Localism Act 2011 and 'general powers of competence' contained within it, the Council may trade in any eligible service permitted by the Council's constitution. If, however, the Council wants to make a profit it must conduct this commercial activity via a separate company. Any such company must comply with competition law and standard trading legislation; however, services can be traded within the public sector environment, without resorting to a company.

9. Conclusions

The Council faces critical financial pressures which necessitate the immediate and rigorous application of best practice in income generation. The Fees and Charges Pricing Policy provides a consistent framework to address historical inconsistencies and ensure transparency on the basis for fees and charges. Its adoption will embed the principle of Full Cost Recovery as the default, ensure

legal compliance across all service areas, and provide the transparency necessary for effective financial planning and decision-making. Approval of this policy is therefore essential to strengthen the Council's financial sustainability and mitigate its overarching financial risks.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

[Fees and Charges report 2025/26 Council February 27th 2025](#)

Local Member:

Appendices

Appendix 1 - Fees and Charges Policy

Appendix 2 – ESHIA re-pricing

Fees and Charges Pricing Policy

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1. Introduction

Shropshire Council delivers a wide range of services to our residents, communities, and businesses. Many of these services are free at the point of delivery, but some attract a fee or charge.

This policy sets out a consistent approach for setting, reviewing, and managing fees and charges across the Council. Its purpose is to ensure that charges are:

Fair and transparent for service users

Aligned with our corporate priorities and statutory duties

Set at a level that supports the financial sustainability of services

Applied consistently across the organisation

Shropshire Council is at an early stage in its journey to financial sustainability. This policy is therefore designed to be practical, supportive, and easy to use, giving services the tools and guidance they need to make good decisions about charging.



By setting appropriate levels of fees and charges for services the Council can help:

- Improve financial resilience
- Improve transparency of charges and their basis
- Reduce subsidisation of service delivery through Council Tax or government funding
- Fund service improvements and innovation
- Manage demand for non-essential services
- Target subsidy where needed

By careful consideration of fees and charges the Council can also avoid:

- Affordability and access concerns for people and households we regard as vulnerable
- Market sensitivity risk
- Legal and reputation risk through non-compliance
- Administrative complexity and inefficiency
- Cross subsidisation of service costs

To achieve this the Council must:

- Adopt a commercially minded culture while retaining public service values
- Have strong accountability from staff for all fees and charges
- Encourage benchmarking, consultation and adaptability
- Embed continuous improvement and learning

2. Purpose and Scope

2.1. Purpose

To provide a clear framework for:

Setting new fees and charges

Reviewing existing charges

Deciding when and how subsidies or concessions are applied

Ensuring charges are affordable, fair, and legally compliant

2.2. Scope

This policy applies to:

Discretionary services where the Council has the power to set a fee or charge locally



Statutory services where local discretion exists on the level of charge

All additional services provided beyond statutory requirements

This policy does not apply to:

Commercial trading undertaken through Council-owned companies

Contracted services to other public bodies under the Local Authorities (Goods and Services) Act 1970

Rental income

Services charged under the Care Act 2014 (covered by separate policy)

Car parking charges

3. Key Principles

1. **Cost Recovery as Default** – Users of discretionary services should normally pay the full cost of the service, unless a subsidy is approved for policy reasons.
2. **Transparency** – Charges and the reasons behind them should be clear to service users and decision-makers.
3. **Affordability and Accessibility** – Fees must not create unnecessary barriers, and concessions should be targeted to those who most need them.
4. **Consistency** – Similar services should be charged on the same basis across the Council.
5. **Regular Review** – All discretionary fees and charges should be reviewed at least annually, with changes linked to the budget cycle.
6. **Market Awareness** – Benchmarking against other councils and providers to ensure charges are competitive and justifiable.
7. **Legal Compliance** – All charges must be in line with statutory powers and restrictions.
8. **Value for Money** – Fees and charges should contribute to efficient, sustainable services.

4. Charging Categories

Reference	Category	Policy Objective	Typical Application
1	Full Cost Recovery	Cover all direct and indirect costs of the service.	Most discretionary services.
2	Full Cost Recovery with Concessionary Discounts	Ensure priority groups can access services while still recovering costs from other users.	Leisure, cultural, or wellbeing services.



3	Subsidised	Provide wider access for all users with a partial contribution from general funds.	Community engagement or early intervention services.
4	Nominal Charge	Make a service widely available while discouraging misuse.	Token fees for equipment hire.
5	Statutory	Charges set by law or central government.	Some Licensing, certain planning fees.

5. Setting and Reviewing Fees

5.1 Process

Identify Costs – Use available tools such as the Council's Cost Recovery Calculator to capture direct, departmental, corporate, and financial costs. **Select Charging Category** – Decide which of the five categories listed in Section 4 the charge will fall into. This will be largely based on the policy objectives to be met as set within the service area.

Benchmark – Compare with other local authorities, market providers or other considerations to ensure the fee level is appropriate

Impact Assessment – Carry out an ESHIA at timely stocktake points.

Approval – Ensure the appropriate authorisation is in place (for example Cabinet, Full Council, or delegated officer powers).

5.2 Review Frequency

There must be an annual review, as a minimum and in line with the agreed timetable.

In-year reviews should happen where costs or market conditions change significantly.

6. Concessions and Subsidies

Concessions should:

- Align with verifiable and approved corporate priorities

- Have clear, consistent qualifying criteria applied appropriately and effectively

- Be affordable and budgeted for at a service level

- Be reviewed regularly to ensure they remain effective

- Be fully documented and, if necessary, approved as appropriate



7. Exemptions

All services provided by the Council will be charged for unless prevented by statute, or where their use would have likely negative consequences in terms of the Council's compliance with the public sector equality duty, or under exceptional circumstances agreed exempt by the relevant Service Director, in consultation with the S151 Officer.

All concessions and exemptions must be supported by an Equality Impact Assessment

8. Governance and Responsibilities

Full Council approve the Fees and Charges Report annually. This report should include all fees and charges in place across the authority.

Cabinet or Full Council (as deemed necessary in consultation with the s151 Officer) will approve significant changes and new charging policies outside of the annual report.

Service Directors will ensure services comply with this policy.

Service Managers or other officers through a formal delegation, will maintain fee schedules, complete cost and impact assessments, undertake benchmarking and review annually.

The Finance Team/PMO Team will provide costing tools, training, and monitoring.

9. Delegation

Delegated authority to set and review fees and charges is essential for the effective management of the council's income streams. This policy grants delegated powers to specific officers, as outlined in the council's constitution, to ensure a transparent and efficient process for pricing decisions.

Part 8 of the Council's Constitution sets out the delegated authority to amend fees and charges within the year.

Any changes to the levels of fees and charges including the introduction of new charges resulting in a budget adjustment must be approved in line with the Council's Virement rules.

10. Consultation and Communication

The council, via the relevant service area, will consult service users where legally required or where significant impact is anticipated.



The Council will maintain a fees and charges schedule and publish all fees and charges on the Council's website and provide at least one month's notice before implementation where possible.

11. Collection and Administration

The Council will:

- Collect charges in advance wherever practical.
- Keep processes simple and user-friendly.
- Follow debt recovery procedures promptly where required.

12. Legislative Framework

This policy operates within the powers granted by:

- Local Government Act 2003 (Section 93)
- Local Authorities (Goods and Services) Act 1970
- Localism Act 2011
- Provision of Services Regulations 2009

This policy demonstrates compliance with the public sector equality duty placed upon us by operates within the powers granted by:

- Equality Act 2010



Shropshire Council
Equality, Social Inclusion and Health Impact Assessment (ESHIA)
Stage One Screening Record 2025

A. Summary Sheet on Accountability and Actions

Name of proposed service change
<i>Fees and Charges Pricing Policy</i>

Name of the officer carrying out the screening
<i>Lisa Henchey</i>

Decision, review, and monitoring

Decision	Yes	No
Initial (Stage One) ESHIA Only?	X	
Proceed to Stage Two Full ESHIA or HIA (part two) Report?		X

If completion of a Stage One screening assessment is an appropriate and proportionate action at this stage, please use the boxes above, and complete both part A and part B of of this template. If a Full or Stage Two report is required, please move on to full report stage once you have completed this initial screening assessment as a record of the considerations which you have given to this matter.

Actions to mitigate likely negative impact or enhance positive impact of the service change in terms of equality and social inclusion considerations																			
The proposal is for a corporate fees and charges policy, applicable to all discretionary services where a charge can be made. This will help ensure the Council maximises opportunities to generate income where appropriate and in turn enables financial resources to be utilised more effectively, to support service delivery and ultimately the Council's priorities. Policy includes charging categories to mitigate overall potential negative impact: Charging Categories <table border="1"> <thead> <tr> <th>Reference</th><th>Category</th><th>Policy Objective</th><th>Typical Application</th></tr> </thead> <tbody> <tr> <td>1</td><td>Full Cost Recovery</td><td>Cover all direct and indirect costs of the service.</td><td>Most discretionary services.</td></tr> <tr> <td>2</td><td>Full Cost Recovery with Concessionary Discounts</td><td>Ensure priority groups can access services while still recovering costs from other users.</td><td>Leisure, cultural, or wellbeing services.</td></tr> <tr> <td>3</td><td>Subsidised</td><td>Provide wider access for all users with a partial contribution from general funds.</td><td>Community engagement or early</td></tr> </tbody> </table>				Reference	Category	Policy Objective	Typical Application	1	Full Cost Recovery	Cover all direct and indirect costs of the service.	Most discretionary services.	2	Full Cost Recovery with Concessionary Discounts	Ensure priority groups can access services while still recovering costs from other users.	Leisure, cultural, or wellbeing services.	3	Subsidised	Provide wider access for all users with a partial contribution from general funds.	Community engagement or early
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4	Nominal Charge	Make a service widely available while discouraging misuse.	Token fees for equipment hire.
5	Statutory	Charges set by law or central government.	Some Licensing, certain planning fees.

At this initial stocktake stage the impacts are considered to be neutral to low negative for people in the Protected Characteristic groupings of age and disability as defined by the Equality Act 2010. The Council also considered impacts are likely to be neutral to low negative in regard to people in our additional local grouping of social inclusion, given access to service challenges across our large rural county, and for those who are in our further local categories of young people leaving care, and veterans and serving members of the armed forces and their families.

Actions to mitigate likely negative impact or enhance positive impact of the service change in terms of health and wellbeing considerations

At this stage, as there are likely to be neutral to low negative impacts for people in the groupings of Age and Disability, with intersectionality between these and other groupings including those for whom there are difficulties in accessing services due to what may be a range of factors, this will in itself indicate likely neutral to low negative impact in terms of health and well being as well.

In mitigation, the policy includes provision to offer and manage concessions and exemptions where appropriate:

Concessions and Subsidies

Concessions should:

- Align with verifiable and approved corporate priorities
- Have clear, consistent qualifying criteria applied appropriately and effectively
- Be affordable and budgeted for at a service level
- Be reviewed regularly to ensure they remain effective
- Be fully documented and, if necessary, approved as appropriate

Actions to review and monitor the impact of the service change in terms of equality, social inclusion, and health considerations

This policy will be subject to annual review to ensure it continues to reflect the needs and aspirations of the Council. The setting of fees and charges will be incorporated into the annual Medium Term Financial Strategy and budget setting timetable and a further report with details of the 2026/27 fees and charges amounts will be presented to Council in February 2026.

The overall aim of the fees and charges policy is to ensure that fees and charges are set within a framework of value for public money for all our residents and businesses. It allows the council to have a properly considered, consistent and informed approach to all the fees and charges it levies for its discretionary services. This will in turn support the Council's journey towards financial sustainability and the delivery of the Council's priorities.

The proposed process will include benchmarking, with comparisons with other local authorities, market providers or other considerations to ensure the fee level is appropriate. This will help to ensure that our own approach is equitable and continues to be grounded in evidence of need, including for people that we consider to be vulnerable by virtue of their household circumstances or individual circumstances as well as the Protected Characteristic groupings to which they belong. Whilst the groupings most affected are likely to be those of Age and Disability, plus our additional local groupings, this will itself be kept under review as changes may occur for other groupings too.

One internal source that will be used for this is the Cost-of-Living Dashboard would be useful data to reference - <https://app.powerbi.com/groups/596d8f5a-713c-444a-acca-cd4da3025c4d/reports/c32e03fc-dc96-4cbd-b21e-64de58c8aada?tenant=b6c13011-372d-438b-bc82-67e4c7966e89&experience=power-bi>

Associated ESHIAs

There are no directly associated ESHIAs, albeit others have been carried out in relation to fees and charges and related. Further ESHIAs may be carried out where appropriate and proportionate to do so, in relation to the introduction of new fees/what may be considered to be significant change in existing fees.

Actions to mitigate likely negative impact, enhance positive impact, and review and monitor the overall impacts with regard to climate change impacts and with regard to economic and societal impacts

Climate change impacts

The Fees and Charges Pricing Policy is a corporate governance document focused on financial principles, processes, and legislative compliance.

1. Expected Outcome: No negative impact.
2. Energy and fuel consumption, Renewable energy generation, Carbon offsetting or mitigation: There is no direct effect on these areas, as the policy itself is purely procedural and financial. Any changes to fees and charges that do have a physical or operational impact (e.g., changes to parking fees, waste charges) will require a separate, mandatory climate change appraisal summary to be completed at the point of service charge implementation, as required by the Council's standard reporting procedures.
3. Climate change adaptation: The policy indirectly supports the ability to fund future adaptation strategies by ensuring the Council's financial resources are maximized and protected.

Economic and Societal Impacts

The risk has been identified of a negative impact on Rural Communities, as implementing uniform fees may disproportionately affect isolated and/or rural areas of Shropshire, where lack of local alternatives or increased travel costs makes the Council service the only viable option, potentially risking an implicit market failure.

Where appropriate, the policy allows for differential charging based on geographic location or specific community need to maintain accessibility, subject to a robust assessment by the Service Manager and review by the Portfolio Holder.

Scrutiny at Stage One screening stage

People involved	Signatures	Date
<i>Lead officer for the proposed service change</i> Lisa Henchey Portfolio Manager Income and Commercial	TO ADD	17/11/2025
<i>Officer carrying out the screening (if different)</i>		
<i>Any external support**</i> Mrs Lois Dale Senior Insights and Research EDI Specialist		18/11/2025

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**This refers to other officers within the service area*

***This refers to support external to the service but within the Council.*

Sign off at Stage One screening stage

Name	Signatures	Date
<i>Lead officer's name</i> Lisa Henchey Portfolio Manager Income and Commercial	TO ADD	17/11/2025
<i>Service manager's name</i> Mannie Ketley Finance Director	MK	18/11/2025

**This may either be the Head of Service or the lead officer*

B. Detailed Screening Assessment

Aims of the service change and description
Shropshire Council delivers a wide range of services to our residents, communities, and businesses. Many of these services are free at the point of delivery, but some attract a fee or charge. This policy sets out a consistent approach for setting, reviewing, and managing fees and charges across the Council. Its purpose is to ensure that charges are: • Fair and transparent for service users • Aligned with our corporate priorities and statutory duties • Set at a level that supports the financial sustainability of services • Applied consistently across the organisation Policy Key Principles 1. Cost Recovery as Default – Users of discretionary services should normally pay the full cost of the service, unless a subsidy is approved for policy reasons. 2. Transparency – Charges and the reasons behind them should be clear to service users and decision-makers. 3. Affordability and Accessibility – Fees must not create unnecessary barriers, and concessions should be targeted at those considered to be in the most need of them. 4. Consistency – Similar services should be charged on the same basis across the Council. 5. Regular Review – All discretionary fees and charges should be reviewed at least annually, with changes linked to the budget cycle.

6. **Market Awareness** – Benchmarking against other councils and providers to ensure charges are competitive and justifiable.
7. **Legal Compliance** – All charges must be in line with statutory powers and restrictions.
8. **Value for Money** – Fees and charges should contribute to efficient, sustainable services.

Shropshire Council is at an early stage in its journey to financial sustainability. This policy is therefore designed to be practical, supportive, and easy to use, giving services the tools and guidance they need to make good decisions about charging.

By setting appropriate levels of fees and charges for services the Council can help:

- Improve financial resilience
- Improve transparency of charges and their basis
- Reduce subsidisation of service delivery through Council Tax or government funding
- Fund service improvements and innovation
- Manage demand for non-essential services
- Target subsidy where needed

By careful consideration of fees and charges the Council can also avoid:

- Affordability and access concerns for those considered to be vulnerable
- Market sensitivity risk
- Legal and reputation risk through non-compliance
- Administrative complexity and inefficiency
- Cross subsidisation of service costs

To achieve this the Council must:

- Adopt a commercially minded culture while retaining public service values
- Have strong accountability from staff for all fees and charges
- Encourage benchmarking, consultation and adaptability
- Embed continuous improvement and learning

Intended audiences and target groups for the service change

The potential audience is all those who live in Shropshire, and potentially all those who visit and work in the county as well.

Evidence used for screening of the service change

Best Value Statutory Guidance

Statutory guidance issued under the Local Government Act 1999, which requires local authorities to make arrangements to secure continuous improvement in the

way their functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. [Best value standards and intervention: a statutory guide for best value authorities](#)

CIPFA TISonline Charging

Overview of current charging policy and practice in UK local government, covering the strategic use of charges, exemptions, and Value for Money across various services. [CIPFA TISonline Charging](#)

Charging for Adult Social Care in England: Reform and Routes Forward

This CIPFA report critiques the current system, calling for equitable, sustainable reform and proposing key principles for local authority financial planning in social care. [CIPFA Report: Charging for Adult Social Care in England](#)

Deciding prices in public services markets: principles for value for money

NAO insight paper outlining eight principles for government bodies, including local authorities, to follow when setting prices in markets for public services to ensure long-term value and market health. [NAO Insight: Deciding prices in public services markets](#)

Specific consultation and engagement with intended audiences and target groups for the service change

Consultation and Communication

The intention is that the council, via the relevant service area, will consult service users where legally required or where an impact is anticipated in regard to equality, social inclusion and health and well being.

The Council will maintain a fees and charges schedule and publish all fees and charges on the Council's website and provide at least one month's notice before implementation where possible.

Initial equality impact assessment by grouping (Initial health impact assessment is included below this table)

Please rate the impact that you perceive the service change is likely to have on a group, through stating this in the relevant column.

Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Protected Characteristic groupings and other groupings locally identified in Shropshire	High negative impact <i>Stage Two ESHIA required</i>	High positive impact <i>Stage One ESHIA required</i>	Medium positive or negative impact <i>Stage One ESHIA required</i>	Low positive, negative, or neutral impact (please specify) <i>Stage One ESHIA required</i>
<u>Age</u>				Neutral to low negative

(please include children, young people, young people leaving care, people of working age, older people. Some people may belong to more than one group e.g., a child or young person for whom there are safeguarding concerns e.g., an older person with a disability)				
<u>Disability</u> (please include cancer; HIV/AIDS; learning disabilities; mental health conditions and syndromes; multiple sclerosis; neurodiverse conditions such as autism; hidden disabilities such as Crohn's disease; physical and/or sensory disabilities or impairments)				Neutral to low negative
<u>Gender re-assignment</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				Neutral
<u>Marriage and Civil Partnership</u> (please include associated aspects: caring responsibility, potential for bullying and harassment)				Neutral
<u>Pregnancy and Maternity</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				Neutral
<u>Race</u> (please include ethnicity, nationality, culture, language, Gypsy, Roma, Traveller)				Neutral
<u>Religion or Belief</u> (please include Buddhism, Christianity, Hinduism, Islam, Jainism, Judaism, Nonconformists; Rastafarianism; Shinto, Sikhism, Taoism, Veganism, Zoroastrianism, and any others)				Neutral
<u>Sex</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				Neutral
<u>Sexual Orientation</u> (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				Neutral

<u>Other: Social Inclusion</u> (please include families and friends with caring responsibilities; households in poverty or on low incomes; people for whom there are safeguarding concerns; people you consider to be vulnerable; people with health inequalities; refugees and asylum seekers; rural communities)				Neutral to low negative
<u>Other: Veterans and serving members of the armed forces and their families</u>				Neutral to low negative
<u>Other: Young people leaving care</u>				Neutral to low negative

Initial health and wellbeing impact assessment by category

Please rate the impact that you perceive the service change is likely to have with regard to health and wellbeing, through stating this in the relevant column.

Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Health and wellbeing: individuals and communities in Shropshire	High negative impact <i>Part Two HIA required</i>	High positive impact	Medium positive or negative impact	Low positive negative or neutral impact (please specify)
Will the proposal have a <i>direct impact</i> on an individual's health, mental health and wellbeing? For example, would it cause ill health, affecting social inclusion, independence and participation? .				Neutral to low negative
Will the proposal <i>indirectly impact</i> an individual's ability to improve their own health and wellbeing? For example, will it affect their ability to be physically active, choose healthy food, reduce drinking and smoking? .				Neutral to low negative

Will the policy have a <i>direct impact</i> on the community - social, economic and environmental living conditions that would impact health? For example, would it affect housing, transport, child development, education, employment opportunities, availability of green space or climate change mitigation? .				Neutral to low negative
Will there be a likely change in <i>demand</i> for or access to health and social care services? For example: Primary Care, Hospital Care, Community Services, Mental Health, Local Authority services including Social Services? .				Neutral to low negative

Guidance Notes

1. Legal Context

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. It is up to us as an authority to decide what form our equality impact assessment may take. By way of illustration, some local authorities focus more overtly upon human rights; some include safeguarding.

It is about what is considered to be needed in a local authority's area, in line with local factors such as demography and strategic objectives as well as with the national legislative imperatives.

Carrying out these impact assessments helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision making processes.

These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

These screening assessments for any proposed service change go to Cabinet as part of the committee report, or occasionally direct to Full Council, unless they are ones to do with Licensing, in which case they go to Strategic Licensing Committee.

Service areas would ordinarily carry out a screening assessment, or Stage One equality impact assessment. This enables energies to be focussed on review and monitoring and ongoing evidence collection about the positive or negative impacts of a service change upon groupings in the community, and for any adjustments to be considered and made accordingly.

These screening assessments are recommended to be undertaken at timely points in the development and implementation of the proposed service change.

For example, a Stage One ESHIA would be a recommended course of action before a consultation. This would draw upon the evidence available at that time, and identify the target audiences, and assess at that initial stage what the likely impact of the service change could be across the national Protected Characteristic groupings and our additional local categories. This ESHIA would set out intended actions to engage with the groupings, particularly those who are historically less likely to engage in public consultation eg young people, as otherwise we would not know their specific needs.

A second Stage One ESHIA would then be carried out after the consultation, to say what the feedback was, to set out changes proposed as a result of the feedback, and to say where responses were low and what the plans are to engage with groupings who did not really respond. This ESHIA would also draw more upon actions to review impacts in order to mitigate the negative and accentuate the positive.

Meeting our Public Sector Equality Duty through carrying out these ESHIAs is very much about using them as an opportunity to demonstrate ongoing engagement across groupings and to thus visibly show we are taking what is called 'due regard' of the needs of people in Protected Characteristic groupings.

If the screening indicates that there are likely to be high negative impacts for groupings within the community, the service area would need to take advice on whether or not to carry out a full report, or Stage Two assessment. This is resource intensive but will enable more evidence to be collected that will help the service area to reach an informed opinion.

In practice, Stage Two or Full Screening Assessments have only been recommended twice since 2014, as the ongoing mitigation of negative equality impacts should serve to keep them below the threshold for triggering a Full Screening Assessment. The expectation is that Full Screening Assessments in regard to Health Impacts may occasionally need to be undertaken, but this would be very much the exception rather than the rule.

2. Council Wide and Service Area Policy and Practice on Equality, Social Inclusion and Health

This involves taking an equality and social inclusion approach in planning changes to services, policies, or procedures, including those that may be required by Government. The decisions that you make when you are planning a service change need to be recorded, to demonstrate that you have thought about the possible

equality impacts on communities and to show openness and transparency in your decision-making processes.

This is where Equality, Social Inclusion and Health Impact Assessments (ESHIA) come in. Where you carry out an ESHIA in your service area, this provides an opportunity to show:

- What evidence you have drawn upon to help you to recommend a strategy or policy or a course of action to Cabinet or to Strategic Licensing Committee.
- What target groups and audiences you have worked with to date.
- What actions you will take in order to mitigate any likely negative impact upon a group or groupings, and enhance any likely positive effects for a group or groupings; and
- What actions you are planning to monitor and review the impact of your planned service change.

The formal template is there not only to help the service area but also to act as a stand-alone for a member of the public to read. The approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions, or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

There are nine Protected Characteristic groupings defined in the Equality Act 2010. The full list of groupings is: Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; and Sexual Orientation.

There is also intersectionality between these. Eg a young person with a disability would be in the groupings of Age and Disability, and if they described themselves as having a faith they would then also be in the grouping of Religion or Belief. We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views when developing and implementing policy and strategy and when commissioning, procuring, arranging, or delivering services.

For the individuals and groupings who may be affected, ask yourself what impact do you think is likely and what actions will you currently anticipate taking, to mitigate or enhance likely impact of the service change? If you are reducing a service, for example, there may be further use you could make of awareness raising through social media and other channels to reach more people who may be affected.

Social inclusion is then a wider additional local category we use in Shropshire, in order to help us to go beyond the equality legislation in also considering impacts for individuals and households with regard to the circumstances in which they may find themselves across their life stages. This could be households on low incomes, or households facing challenges in accessing services, such as households in rural areas, and veterans and serving members of the armed forces and their families, or people that we might consider to be vulnerable, such as young people leaving care or refugee families.

Please note that the armed forces are now a grouping to whom we are required to give due regard under recent Armed Forces legislation, although in practice we have been doing so for a number of years now.

We are now also identifying care leavers as a distinct separate local grouping due to their circumstances as vulnerable individuals.

When you are not carrying out an ESHIA, you still need to demonstrate and record that you have considered equality in your decision-making processes. It is up to you what format you choose.-You could use a checklist, an explanatory note, or a document setting out our expectations of standards of behaviour, for contractors to read and sign. It may well not be something that is in the public domain like an ESHIA, but you should still be ready for it to be made available.

Both the approaches sit with a manager, and the manager has to make the call, and record the decision made on behalf of the Council.

Carry out an ESHIA:

- If you are building or reconfiguring a building.
- If you are planning to reduce or remove or reconfigure a service.
- If you are consulting on a policy or a strategy.
- If you are bringing in a change to a process or procedure that involves other stakeholders and the wider community as well as particular groupings

Carry out and record your equality and social inclusion approach:

- If you are setting out how you expect a contractor to behave with regard to equality, where you are commissioning a service or product from them.
- If you are setting out the standards of behaviour that we expect from people who work with vulnerable groupings, such as taxi drivers that we license.
- If you are planning consultation and engagement activity, where we need to collect equality data in ways that will be proportionate and non-intrusive as well as meaningful for the purposes of the consultation itself.
- If you are looking at services provided by others that help the community, where we need to demonstrate a community leadership approach

3. Council wide and service area policy and practice on health and wellbeing

This is a relatively new area to record within our overall assessments of impacts, for which we are asking service area leads to consider health and wellbeing impacts, and to look at these in the context of direct and indirect impacts for individuals and for communities.

A better understanding across the Council of these impacts will also better enable the Public Health colleagues to prioritise activities to reduce health inequalities in ways that are evidence based and that link effectively with equality impact considerations and climate change mitigation.

Health in All Policies – Health Impact Assessment

Health in All Policies is an upstream approach for health and wellbeing promotion and prevention, and to reduce health inequalities. The Health Impact Assessment (HIA) is the supporting mechanism

- Health Impact Assessment (HIA) is the technical name for a process that considers the wider effects of local policies, strategies and initiatives and how they, in turn, may affect people's health and wellbeing.
- Health Impact Assessment is a means of assessing both the positive and negative health impacts of a policy. It is also a means of developing good evidence-based policy and strategy using a structured process to review the impact.
- A Health Impact Assessment seeks to determine how to maximise health benefits and reduce health inequalities. It identifies any unintended health consequences. These consequences may support policy and strategy or may lead to suggestions for improvements.
- An agreed framework will set out a clear pathway through which a policy or strategy can be assessed and impacts with outcomes identified. It also sets out the support mechanisms for maximising health benefits.

The embedding of a Health in All Policies approach will support Shropshire Council through evidence-based practice and a whole systems approach, in achieving our corporate and partnership strategic priorities. This will assist the Council and partners in promoting, enabling and sustaining the health and wellbeing of individuals and communities whilst reducing health inequalities.

Individuals

Will the proposal have a *direct impact* on health, mental health and wellbeing?

For example, would it cause ill health, affecting social inclusion, independence and participation?

Will the proposal directly affect an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to be physically active e.g., being able to use a cycle route; to access food more easily; to change lifestyle in ways that are of positive impact for their health.

An example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g., green highways), and changes to public transport that could encourage people away from car usage. and

increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve lives.

Will the proposal *indirectly impact* an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to access local facilities e.g., to access food more easily, or to access a means of mobility to local services and amenities? (e.g. change to bus route)

Similarly to the above, an example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g. pedestrianisation of town centres), and changes to public transport that could encourage people away from car usage, and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve their health and well being.

Communities

Will the proposal directly or indirectly affect the physical health, mental health, and wellbeing of the wider community?

A *direct impact* could include either the causing of ill health, affecting social inclusion, independence and participation, or the promotion of better health.

An example of this could be that safer walking and cycling routes could help the wider community, as more people across groupings may be encouraged to walk more, and as there will be reductions in emission leading to better air quality.

An *indirect impact* could mean that a service change could indirectly affect living and working conditions and therefore the health and well being of the wider community.

An example of this could be: an increase in the availability of warm homes would improve the quality of the housing offer in Shropshire and reduce the costs for households of having a warm home in Shropshire. Often a health promoting approach also supports our agenda to reduce the level of Carbon Dioxide emissions and to reduce the impact of climate change.

Please record whether at this stage you consider the proposed service change to have a direct or an indirect impact upon communities.

Demand

Will there be a change in demand for or access to health, local authority and social care services?

For example: Primary Care, Hospital Care, Community Services, Mental Health and Social Services?

An example of this could be: a new housing development in an area would affect demand for primary care and local authority facilities and services in that location and surrounding areas. If the housing development does not factor in consideration of availability of green space and safety within the public realm, further down the line there could be an increased demand upon health and social care services as a result of the lack of opportunities for physical recreation, and reluctance of some groupings to venture outside if they do not perceive it to be safe.

For further advice: please contact

Lois Dale via email lois.dale@shropshire.gov.uk, or

Phil Northfield via email Phillip.Northfield@shropshire.gov.uk

Transformation and Improvement Overview and Scrutiny Committee High-Level Work Programme – 2025/2026

Date	Topic	Responsible Officer	Added to mod.gov Y/N	All Member Teams Briefing	Task and Finish Group followed by a report to Committee	Report straight to committee	Previous topic of review - an update against the action plan
Sept 2025	Artificial Intelligence (AI)	Billy Webster / David Baker		✓ 12 Sept 2025			
Sept 2025	Annual Customer Feedback report	Tim Collard / Barry Hanson / Sarah Dodds	Yes			✓	
Sept 2025	Financial Monitoring Report Quarter 1 2025/26	James Walton	Yes			✓	
Sept 2025	Performance Monitoring Report Quarter 1 2025/26	Billy Webster	Yes			✓	
Sept 2025	Financial Monitoring Period 4	James Walton	Yes			✓	
T&F to commence Oct 2025	CIL dispersion T&F Group	Edward West			✓	Report date tbc	
Nov 2025	Financial Monitoring Report Quarter 2 2025/26	James Walton	Yes			✓	
Nov 2025	Performance Monitoring Report Quarter 2 2025/26	Rachel Robinson	Yes			✓	
T&F began in Sept 2025 Report Nov 2025	Partnership Working T&F Group	James Walton / Tim Collard / Ffion Watson	Yes		✓	Report Nov 2025 and at regular intervals throughout programme	
Dec 2025	Fees and Charges Pricing Policy	Lisa Henchey / Victoria Doran	Yes			✓	
Dec 2025	Financial Monitoring Period 7	James Walton	Yes			✓	

Transformation and Improvement Overview and Scrutiny Committee High-Level Work Programme – 2025/2026

Date	Topic	Responsible Officer	Added to mod.gov Y/N	All Member Teams Briefing	Task and Finish Group followed by a report to Committee	Report straight to committee	Previous topic of review - an update against the action plan
Dec 2025	Improvement Plan	Tom Dodds / Paul Clarke	Yes			✓	
Dec 2025	Staff Bullying and Harassment	Sam Collins-Lafferty	Yes				✓
Feb 2026	Draft Financial Strategy 2025/26 - 2029/30	James Walton	Yes			✓	
Feb 2026	Capital Strategy 2025/26 - Mid-Year Review	James Walton	Yes				
Feb 2026	Financial Monitoring Report Quarter 3 2025/26	James Walton				✓	
Feb 2026	Performance Monitoring Report Quarter 3 2025/26	Rachel Robinson				✓	
Feb 2026	Draft Financial Strategy 2025/26 - 2029/30	James Walton				✓	
June 2025	Performance Monitoring Report Q4	Rachel Robinson				✓	

Other identified areas of interest from Committee discussions, including topics for briefings:

Budget Scrutiny Task and Finish Group	Short Term Priority
North-West Relief Road	Short Term Priority
Financial and Performance Monitoring of Adults and Children's services	Medium Term Priority
Use of consultants	Longer Term Priority