



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

Date: 9 January 2026

Committee:

Transformation and Improvement Overview and Scrutiny Committee

Date: Monday, 19 January 2026

Time: 2.00 pm

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 registerable or non-registerable 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 (Pages 1 - 4)

To confirm the minutes of the meeting held on 1 December 2025.

4 Public Question Time

To receive any questions from members of the public. Deadline for notification is 12 noon on Tuesday 13 January 2026.

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 13 January 2026.

6 Draft Financial Strategy 2025/26 - 2029/30

To consider the Draft Financial Strategy 2025/26 - 2029/30 and provide feedback to Cabinet.

REPORT TO FOLLOW

7 Capital Strategy 2026/27 – 2030/31 - In-Year Review

To review and comment upon the Capital Strategy 2026/27 – 2030/31 ahead of it going Cabinet.

REPORT TO FOLLOW

8 Work Programme (Pages 5 - 8)

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

9 Date of Next Meeting

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

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Committee and Date

Transformation and Improvement Overview and Scrutiny Committee

Monday 19 January 2026

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 1 December 2025

**In the Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ
10.00 am**

Responsible Officer: Ashley Kendrick Democratic Services Officer
Email: ashley.kendrick@shropshire.gov.uk Tel: 01743 250893

Present

Councillor David Minnery
Councillors Ed Bird, Malcolm Myles-Hook, Chris Naylor, Charles Shackerley-Bennett, Beverley Waite, Sam Walmsley and Alan Mosley (Substitute) (substitute for Rosemary Dartnall)

33 Apologies

Apologies were received from Councillors Rosemary Dartnall (substituted by Councillor Alan Mosley), Dawn Husemann (joining remotely) and Jon Tandy.

34 Disclosable Interests

No interests were declared.

35 Minutes of Previous Meeting

RESOLVED:

That the minutes of the meeting held on 17 November 2025 be confirmed as a correct record.

36 Public Question Time

One public question had been received from John Palmer regarding Exceptional Financial Support (EFS).

37 Member Question Time

There were no members' questions.

38 Financial Monitoring Period 7

The Executive Director (S151) presented the period 7 financial monitoring report, detailing a projected overspend of £50.746 million for the year, with significant pressures in adult social care, children's services, and infrastructure. Page 1 outlined the risk scenarios,

contingency planning, and the rationale for the figures used in the exceptional financial support application.

Members were advised that a deep dive exercise was conducted to remove optimism bias from projections, moving savings into green, amber, or red categories based on deliverability, and ensuring that the central scenario reflects the most realistic outcome agreed by Service Directors.

A request for a copy of financial tables in an excel format was received to facilitate easier analysis and sorting.

Concerns were raised about the Council's ability to achieve financial sustainability beyond the current year, prompting discussion of the improvement plan, ongoing reliance on exceptional financial support, and the need for structural changes and service cuts to ensure future stability.

Members were cautioned against viewing exceptional financial support as a permanent solution, noting the risks of accumulating debt and interest costs, and the need to avoid a situation where borrowing is required to service existing debt.

Members noted the report.

39 Fees and Charges Pricing Policy

The Executive Director (S151) introduced the revised fees and charges pricing policy, highlighting the need for cost recovery, transparency, and market awareness, with £55 million of discretionary income identified and discussions on the impact of charges on service accessibility and local businesses.

Members noted that decisions on whether a service is statutory or discretionary are made on a case-by-case basis by service professionals and portfolio holders, with some services exceeding statutory requirements and requiring careful categorisation.

A request for future versions of the fees and charging policy detailing changes between versions for clarity was received.

Concerns were raised about the impact of charges on vulnerable groups, with calls to ensure leisure and social care services remain affordable to support long-term health and wellbeing, and recognition of statutory limits on some charges.

Members acknowledged the need to consider the effect of increased fees and charges on SMEs and sole traders, urging the Council to balance revenue needs with the viability of local businesses.

40 Improvement Plan

The Executive Director for Public Health presented the Improvement Plan, outlining its three aims and nine programmes, the role of the independent Improvement Board, and the governance structure involving cabinet, scrutiny, and senior accountable officers, with emphasis on transparency, engagement, and outcome-focused monitoring.

Members noted that a set of around 20 key performance indicators has been established to measure the impact of the improvement plan, with regular updates and opportunities for scrutiny to review progress and conduct deep dives into specific areas as needed.

Members expressed appreciation for the inclusive development process and stressed the importance of outcome-focused measures, flexibility in monitoring, and supporting staff through change management.

41 Staff Bullying and Harassment Task and Finish Group update

The Portfolio Holder for Social Care provided a brief update on progress in managing bullying and harassment, including compliance with new prevention duties, support for staff and members, and tracking incidents through staff surveys and the Member Gateway.

The committee expressed encouragement about the work done and the direction of policy and evidence tracking.

42 Work Programme

The committee discussed the work programme, including the addition of an extra meeting to scrutinise the budget before Council approval, plans for future task and finish groups, and ongoing efforts to reform and coordinate scrutiny across the Council.

43 Date of Next Meeting

Members noted that the next meeting is scheduled to take place on Monday 19 January 2026 at 2pm.

Signed (Chairman)

Date:

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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 | | | ✓ | |
| 10/11 Nov to commence Nov 2025 | CIL dispersion T&F Group | Edward West | | | ✓ | Report date tbc | |
| 17 Nov 2025 | Financial Monitoring Report Quarter 2 2025/26 | James Walton | Yes | | | ✓ | |
| 17 Nov 2026 | Partnership Working T&F Group | James Walton / Tim Collard | Yes | - | ✓ | To report at regular intervals throughout programme | - |
| 17 Nov 2025 | Performance Monitoring Report Quarter 2 2025/26 | Rachel Robinson | Yes | | | ✓ | |
| 01 Dec 2025 | Fees and Charges Pricing Policy | Lisa Henchey / Victoria Doran | Yes | | | ✓ | |
| 01 Dec 2025 | Financial Monitoring Period 7 | James Walton | Yes | | | ✓ | |

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

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|-------------|---|----------------------------|----------------------|---------------------------|---|---|--|
| 01-Dec-2025 | Improvement Plan | Tom Dodds / Paul Clarke | Yes | | | ✓ | |
| 01-Dec-2025 | Staff Bullying and Harassment | Sam Collins-Lafferty | Yes | | | | ✓ |
| 19 Jan 2026 | Draft Financial Strategy 2026/2027 – 2030/2031 | James Walton | Yes | | | ✓ | |
| 19 Jan 2026 | Capital Strategy 2025/27 | James Walton | Yes | | | ✓ | |
| 9 Feb 2026 | Financial Monitoring Report Quarter 3 2025/26 | James Walton | | | | ✓ | |
| 9 Feb 2026 | Financial Strategy 2026/2027 – 2030/2031 | James Walton | | | | | |
| 9 Feb 2026 | Performance Monitoring Report Quarter 3 2025/26 | Rachel Robinson | | | | ✓ | |
| 9 Feb 2026 | Partnership Working T&F Group | James Walton / Tim Collard | Yes | | ✓ | To report at regular intervals throughout programme | |
| June 2026 | Performance Monitoring Report Q4 | Rachel Robinson | | | | ✓ | |

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

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|-----------------|---------------------|
| Budget Scrutiny | Short Term Priority |
|-----------------|---------------------|

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

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|--|----------------------|
| Scrutiny Review | 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 |

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