

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)

Dawn Husemann (Vice-Chair)

Ed Bird

Rosemary Dartnall

Gary Groves

Malcolm Myles-Hook

Chris Naylor

Charles Shackerley-Bennett

Jon Tandy

Beverley Waite

Sam Walmsley

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 (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 and 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 Oct 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			✓	

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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
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:

Budget Scrutiny

Short Term Priority

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

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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