



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

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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: