

Public Accounts Select Committee		
Title	Commercialisation and culture change in-depth review: scoping report	
Contributor	Scrutiny Manager	
Class	Part 1 (open)	10 July 2019

## 1. Purpose of this paper

- 1.1. At its meeting on 13 June 2019, the Committee considered an update from officers on income generation and commercialisation. The Committee also reviewed, discussed and agreed the final report and recommendations from its work in 2018-19 on income generation. This included the research and analysis carried out by Vice-Chair of the Committee (Cllr Krupski).
- 1.2. The Committee agreed that it would continue to investigate the issues of income generation and commercialisation throughout the 2019-20 municipal year. This paper sets out options for scrutiny and it also provides some potential 'key lines of enquiry' for the year to help structure Committee discussions.

## 2. Recommendations

- 2.1. The Select Committee is asked to:
  - note the contents of this report;
  - consider what outcomes it would like to achieve;
  - discuss and decide on key lines of enquiry;
  - agree a timetable for scrutiny of this issue.

## 3. Policy context

- 3.1. The Local Government Act (2003) and Localism Act (2011) gave councils powers to charge for discretionary services as well as a general power of competence, under which they have the power to do anything that individuals generally may do (which is not expressly prohibited by other legislation).
- 3.2. Lewisham has recently adopted a new corporate strategy, which sets out the following priorities:
  - *Open Lewisham* – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.
  - *Tackling the housing crisis* – everyone has a decent home that is secure and affordable.
  - *Giving children and young people the best start in life* – every child has access to an outstanding and inspiring education and it given the support they need to keep them safe, well and able to achieve their full potential.
  - *Building and inclusive local economy* – everyone can access high-quality job opportunities with decent pay and security in our thriving and inclusive local economy.

- *Delivering and defending: health, social care and support* – ensuring everyone receives the health, mental health, social care and support services they need.
- *Making Lewisham greener* – everyone enjoys our green spaces and benefits from a healthy environment as we work to protect and improve our local environment.
- *Building safer communities* - every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

3.3. Efforts to improve the Council's culture in order to ensure that its employees are: achieving best value for money; working to protect services from cuts; and focusing on delivering quality for customers – ought to support the delivery of quality services and the implementation of the priorities in the corporate strategy. Accordingly, the contents of this report are consistent with all of the priorities in the new strategy.

3.4. Regular financial forecasts and performance reports to the Committee over the past year have detailed the Council's ongoing challenge to balance its budgets. There remain significant pressures in children's social care and in the Customer Services Directorate budgets. The Council's financial results - reported to the Committee at its June meeting - showed that there was an overall overspend of £9.4m against the directorates' net general fund revenue budget for the financial year 2018/19. This was after the application of £6m to support the children's social care budget. The final overspend position as at the end of March 2019 of £9.4m compared to a projected year outturn position of £9.9m as at the end of January 2019.

#### **4. Meeting the criteria for a review**

4.1. The issue of commercialisation and culture change has been identified by the Committee as a topic for review, because it is:

- it is a strategic and significant issue for the Council and its finances;
- It has the potential to affect a large number of people living, working or studying in Lewisham (as well as the potential to have a disproportionate impact on small groups of people);
- The Council is developing this area of work.

#### **5. Commercialisation and culture change**

5.1. Local government is nearing the end of a decade of unrelenting financial austerity. Cuts to council services across the country brought about by the Government's reduction in councils' core funding have been unprecedented. Councils have sought to innovate by: rationalising services; cutting provision; and working with partners in the private and community sectors. In addition, councils have been forced to consider how to make best use of their assets.

5.2. Generating income is an ambition for many councils. It is seen as one way to lessen the impact of the reduction in resources from Government whilst maintaining services that communities have come to rely on. This has also been the case in Lewisham. A full overview of the Public Accounts Select Committee's previous work in this area is included in the 2018-19 strategic income generation and commercialisation in-depth

review report<sup>1</sup>. Public Accounts Select Committee has led on this area of work and intends to continue to do so.

- 5.3. Councillor Louise Krupski (Committee Vice-Chair) has developed a scrutiny specialism on the issue of income generation and commercialisation. As comprehensively reported in last year's in-depth review report, Cllr Krupski has attended a number of training events, briefings and visits to better understand the issues surrounding council income generation and learn from best practice. In scrutiny this role can be described as being a 'rapporteur'.
- 5.4. As a result of last year's review – and with guidance from Cllr Krupski as rapporteur – the issue of culture change has been identified as a key area for future in-depth scrutiny. The recommendation from the Committee was that:
- 5.5. The detailed review by PAC, agreed for 2019-20, should examine income generation and commercialisation, under the following headings: (how will the Council):
  - Shape internal governance – develop the structure and accountability needed, including the role of scrutiny;
  - Determine 'red lines' and ethical dimensions;
  - Deal with risks and conflicts of interest;
  - Shape external governance (e.g. of Teckal<sup>2</sup> businesses or other arms-length organisations);
  - Develop training and staff development – both of officers and members;
  - Create a workable, vibrant and positive commercial culture?
- 5.6. The questions posed by the Committee encompass a broad range of interrelated issues which include, but are not limited to:
  - The purpose of the constitution and the structures in place for decision making;
  - The formulation and adoption of Council policy and the role of corporate leadership;
  - Processes for assessing and managing risk;
  - The strategy for people management;
  - The Council's plans for transformation.
- 5.7. They also relate to broader issues about the ethos of local government and the relationship between the Council and Lewisham's community. Accordingly, the following sections are presented under a number of key headings – which are based on the Committee's recommendation. The two principal headings are 'governance' – and 'culture change'.

## **Governance**

- 5.8. This section seeks to provide a basis from which to answer the following questions posed by the Committee:

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<sup>1</sup> Public Accounts Select Committee (Spring 2019) strategic income generation and commercialisation in-depth review: online here: [link](#)

<sup>2</sup> Teckal exemption refers to an arrangement for trading between a local authority and legally separate local authority trading company.

How will the Council:

- Shape internal governance – develop the structure and accountability needed, including the role of scrutiny;
- Shape external governance (e.g. Teckal businesses or other arms-length organisations);
- Determine the Council's 'red-lines' and ethical dimensions;
- Deal with risks and conflicts of interest?

5.9. Decision making at Lewisham Council is determined by the constitution, the aims and purposes of which is to:

- Lead to effective and efficient Council decision making
- Make it clear to local people who is making decisions on their behalf
- Give Councillors and local people greater opportunity to engage directly
- Set out clearly the arrangement for local political governance
- Separate decision making from scrutiny of those decisions to create greater accountability

5.10. The agreement, amendment and oversight of the constitution is a matter reserved to the full council. Any person (including members of the executive and senior officers) making a decision on behalf of the authority is bound by the following principles<sup>3</sup>:

- (a) The decision will be made following an evaluation of options as appropriate;
- (b) The decision maker will take professional advice (including financial and legal advice where the decision may have legal and/or financial consequences);
- (c) The decision will be taken following a consideration of all relevant matters and disregarding irrelevancies;
- (d) Reasons for the decision will be recorded as will details of options considered with reasons for their rejection;
- (e) Action taken will be proportionate to the result to be achieved;
- (f) Respect for human rights will be balanced with the Council's duty to the wider community;
- (g) A presumption in favour of openness, unless there are compelling lawful reasons preventing the consideration of matters in public;
- (h) Consultation appropriate to the matter under consideration;
- (i) Clarity of aims and desired outcomes;
- (j) The highest standards of ethical conduct, avoiding actual, potential and perceived conflicts of interest.

5.11. All decisions relating to commercialisation, income generation and investment activity are required to adhere to these principles. The member and officer codes of conduct for elected officials and Council employees (respectively) are in place to manage adherence to these principles.

#### Key decisions

5.12. Decisions which meet certain thresholds are termed 'key decisions' and are usually reserved to the Executive, full Council or senior officers. The process for making these decisions is set out in the scheme of delegation, which is approved in public at the Council's annual general meeting at the beginning of each municipal year. Financial

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<sup>3</sup> See Lewisham Council Constitution (2019), Article 16 (p72 onwards): [link](#)

decisions resulting in expenditure above £500k; those with an impact on more than one ward; the setting of fees and charges and proposals for significant changes to the delivery of a Council service are all ‘key decisions’.

- 5.13. Major decisions in relation to income generation projects are likely to meet the threshold for key decisions – and would be required to meet the principles for decision making – as set out above. Projects that require novel approaches to governance are subject to the constitutional principles for transparent decision making, a recent notable example was the creation of the shared IT service – initially with Brent Council – with a later amendment to include Southwark Council.
- 5.14. *Brent/Lewisham/Southwark shared IT services* are overseen by a joint committee, through a statutory governance framework<sup>4</sup>. The process of decision making through the joint committee – as well as procedures for delegation to its constituent councils and its arrangements for delegation of decision making to officers are set out in the framework agreed by the three councils (in line with their own constitutions and principles for decision making)<sup>5</sup>.
- 5.15. *Mutualisation of the Council’s youth services* – required the development of a new model for operation – as well as legal and contractual arrangements to be put in place with the newly formed service. At all stages of development, the proposals were subject to scrutiny – including by a dedicated time-limited scrutiny sub-committee<sup>6</sup>.
- 5.16. *Joint delivery of replacement street lighting with Croydon Council* through with a private contractor using PFI arrangements also demonstrated Lewisham’s ability to successfully establish purpose driven governance arrangements for new projects.
- 5.17. *Catford Regeneration Partnership Limited (CRPL)* is a wholly owned company of Lewisham Council. The company was originally created in January 2010 to purchase the leasehold interests in and around the Catford Centre in order to manage and regenerate the assets and to improve the economic, social and environmental wellbeing of the people of Lewisham. It provides a further example of the Council’s capacity to innovate – and to incorporate different approaches within existing governance arrangements on a case by case basis.
- 5.18. *Besson Street joint purpose vehicle* was set up to deliver housing in New Cross Gate. The Council has established a partnership with the private sector in order to meet the ambition in the corporate strategy to deliver new affordable homes for the people of Lewisham. The development of proposals for the creation of the vehicle have been subject to scrutiny by Lewisham’s Housing Select Committee – including in the Committee’s ‘Models of delivering new housing’ in-depth review (2018)<sup>7</sup>

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<sup>4</sup> Pursuant to the Local Government Act 1972, the Local Government Act 2000, the Localism Act 2011 and the Local Authorities (Arrangements for the discharge of functions) England Regulations 2012.

<sup>5</sup> See Report from the Head of Digital Services (October 2017) to the Joint Committee of the London Boroughs of Lewisham and Brent: [link](#)

<sup>6</sup> See the final report of the youth service working group (2015) for more information: [link](#)

<sup>7</sup> Housing Select Committee (2018) ‘Models of delivering new housing’ in-depth review: [link](#)

5.19. The Council has adopted a code of practice<sup>8</sup> for suppliers and service providers – in order to direct contractual arrangements with external providers. The Code specifies core principles for sustainability:

- Social considerations – ensuring that products and services are sourced and produced responsibly, under a set of internationally acceptable social and ethical guidelines and standards.
- Environmental considerations – maximising resource and energy efficiency in the manufacturing and supply process in order to minimise environmental impacts.
- Economic considerations – delivering outstanding value for money over the lifetime of the contract.

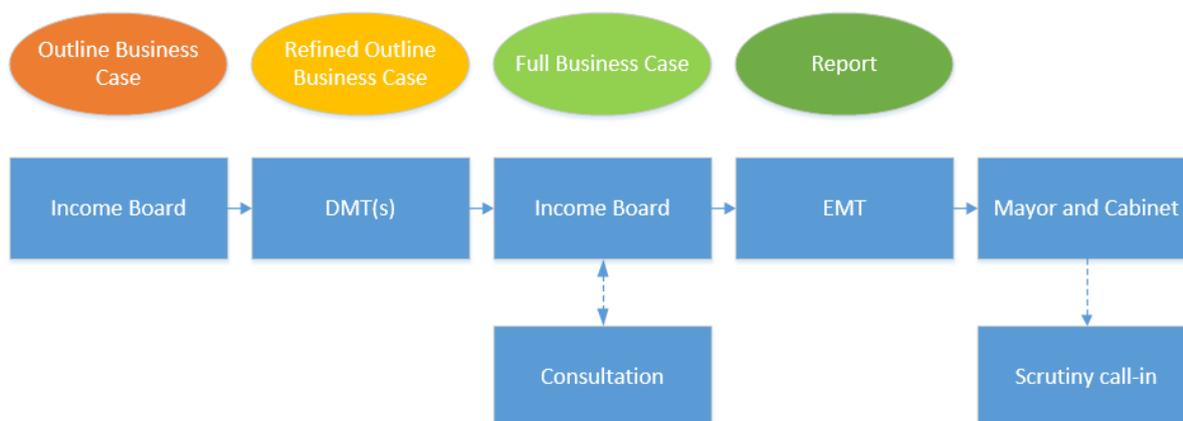
5.20. The Council expects that all suppliers wishing to enter into contracting arrangements with it will adhere to the code. Any commercial activity set up by the Council would also need to give consideration to the Code. Nonetheless, the Council has a policy framework – and decision making principles – in place to oversee the development and delivery of projects on a case by case basis. This process enables each case to be examined on its merits – and weighed against the Council’s existing policies, strategies and existing operations.

The role of the income board

The Committee is interested in better understanding:

- How the Council manages risk well so as not to unnecessarily stifle projects but instead create a system that mitigates and tackles possible risks?
- How structures can be established to assess all risks - political, financial, single project and compound?
- How and who will monitor commercial activity on an ongoing basis and when scrutiny should intervene and how?

5.21. The Council’s *Income Board* is comprised of the income leads for each directorate as well as the Head of HR and Organisational Development, Head of Law and Head of Finance. Additional members are required on an ad hoc basis from specific services. The Board meets on an eight-weekly basis. There is a standing item on the agenda for the Council’s executive management team to receive updates from the income board.



<sup>8</sup> Sustainable Procurement Code of Practice for all organisations who wish to contract with the Council: [link](#)

5.22. The flowchart above (reproduced from the Council's income generation strategy) sets out the process for consideration of business cases by the income board. The titles in ovals represent the production of a report – those in the rectangles represent consideration by the named group/body<sup>9</sup>.

5.23. The actions of the income board are directed by the Council's decision making structures and codes of conduct.

### **Considering cultural change**

'Commercialisation must involve cultural changes – a shift in attitudes towards more innovation, more responsiveness to local people, and an attuned sense of how a more entrepreneurial council can continue to meet its residents' needs.'

Risk and Commercialisation: a guide for local scrutiny councillors<sup>10</sup> p15

5.24. In the course of evidence gathering for the 2018-19 in-depth income generation and commercialisation review the Committee identified the need for further investigation into the options for:

- Creating a workable, vibrant and positive commercial culture.
- Developing training and staff development both of officers and members

5.25. Recently published research by the Association for Public Service Excellence, with the Centre for Public Scrutiny found that scrutiny worked best when it focused on culture and on outcomes for local people: 'Scrutiny has to be underpinned by an understanding of the cultural transformation necessary in councils seeking to adopt more commercial approaches to their work'.

5.26. *Strategic objective (2)* – of the Council's agreed income generation strategy (agreed in spring 2019) prioritises the development of 'a commercial culture with the necessary skillset fostered and supported organisationally.' The strategy commits to ensuring that:

- Training will be offered corporately to develop appropriate commercial awareness and the skills needed to evaluate options as part of the business case appraisal process.
- Templates and guidance will be provided to support the business case appraisal process and any associated tasks.
- Signposting to external bodies of information and best-practice resources will be provided to all staff, as well as strategic use of external sources of commercial acumen as needed.
- Commercial awareness and understanding will be built into performance appraisal processes where appropriate.

5.27. At its meeting in June 2019, the Committee heard from the Council's Strategic Procurement and Commercial Services manager about the thinking being applied to the issue of cultural change. Moreover, in the update report to the Committee, it was recognised that: '...the successful implementation of the Income Generation Strategy

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<sup>9</sup> DMT – directorate management team of senior managers in each of the Council's four directorates; EMT – executive management team – of the chief executive and the Council's most senior officers.

<sup>10</sup> Association for Public Service Excellence with the Centre for Public Scrutiny (2019) Risk and Commercialisation: a guide for local scrutiny councillors: [link](#)

will not be enough to create the necessary culture change to a commercial mind-set and approach that will be required... what is needed is a full training and development programme to ensure an engaged workforce who see the value in commercialisation and income generation...’ Integral to this approach is the development of an understanding by officers that increased commercial thinking is vital to the protection of frontline services.

5.28. Contact has already been made with the London Borough of Barking and Dagenham – who were recognised in the Municipal Journal Awards as an ‘Entrepreneurial Council’ – to arrange a fact finding visit regarding their transformation programme:

Barking & Dagenham has a whole council approach to commercialisation. This is central to its transformation programme and new operating model, facilitating entrepreneurship in ways not possible in a traditional local authority structure. The large and diverse commercial portfolio the council has designed and developed is carefully curated to maximise synergies and relationships between the different ventures and entities for additional financial gain and to deliver social value impact. The ecosystem of commercial activities serves a single, joined-up commercial strategy, an integral part of the council’s overall growth-focused transformation agenda and long-term financial future.<sup>11</sup>

5.29. Council officers are not typically thought of as business minded or entrepreneurial in character. Research<sup>12</sup> with council employees nationally for the local government association found that the most common motivation to work in local government was ‘public service ethos’, which: ‘...can be characterised by accountability, community responsibility, customer services and integrity’ (p10). Moreover, the same research found that ‘...once people started to work for councils they found the hierarchical culture and poor management stifled their ability to innovate’ (p13). The Committee may choose to draw on this research in order to inform its questions about the Council’s culture.

5.30. The Committee may also wish to review recent data from recent employee surveys, to determine whether there are any insights into the current state of commercial thinking amongst employees. It could also consider the available data from exit surveys and other relevant consultations. However, as identified in previous discussions at the Committee, a central element of the answer to any question about change at the Council is in the position taken by the Council’s leadership.

## **6. Key lines of enquiry (KLOE)**

6.1 It is proposed that the commercialisation and culture change in-depth review 2019-20 focuses on the following two key lines of enquiry:

Key line of enquiry 1: creating a workable, vibrant and positive commercial culture

Key questions:

- How can we instil a more commercial mindset throughout the Council?

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<sup>11</sup> Municipal Journal (2019) Entrepreneurial Council: [link](#)

<sup>12</sup> New local government network in association with the Local Government Association (2016), thinking outside the box – the council workforce of tomorrow: [link](#)

- How will the Council encourage and provide the structures necessary for officers at any level to instigate new ideas?
- How will the council take more of a collective responsibility and lessen any blame culture so that officers have the freedom to act?
- Are there any corporate structures in place that could be hindering this kind of work? If so how should they be changed?
- How do we create a culture where risk is talked about openly and candidly for courageous ideas to be brought forward?
- How do we use the generation of income itself to motivate officers? Do we allow departments to keep back generated income for further innovative projects or does all the income come back centrally?
- How does the council breed a culture of understanding among officers and members that this is positive change and done for the very best possible reasons and outcomes?
- Are the structures in place to do good constructive performance management of projects?

#### Key line of enquiry 2: training and development for officers and members

Key questions:

- Does the council have officers with the right skills and training to do this work? If not, how can a training programme be put in place and what are the resource implications of this?
- Do officers have enough time? How will projects be organised so that the every-day work of the council is not adversely affected?

## **7. Timetable**

7.1. The Committee is asked to consider and agree the outline timetable below:

#### August/September 2019

Visit by Members of PAC to the London Borough of Barking and Dagenham to discuss culture change with the cabinet member and officers (to answer the questions posed under KLOE1)

#### September/October 2019

Visit to another enterprising Council (tbd) (to answer the questions posed under KLOE1)

#### 6 November 2019

Report back from Committee members on visits.

An invitation to the Council's Head of Organisational Development and Human Resources to outline current staff development and training which supports the development of a more entrepreneurial council – incorporating challenge on the Council's approach to implementing the income generation strategy (to answer the questions under KLOE2)

Update on income generation and commercialisation activities from the Strategic Procurement and Commercial Services Manager (to answer the questions posed under KLOE1)

#### 16 December 2019

Questions for the Cabinet Member for Finance and Resources on leading and implementing change – in line with the Council’s corporate strategy and policy framework (to answer the questions posed under KLOE1)

Update from officers on the implementation of the Council’s transformation programme (to answer the questions posed under KLOE1)

#### January 2020

Pilot commercialisation training session for members (to answer the questions posed under KLOE1 and 2)

In addition, the Committee should continue its support for a scrutiny rapporteur – to attend training and development opportunities in order to build expertise in this area.

#### 5 February 2020

Final report and recommendations for submission to Mayor and Cabinet

## **8. Monitoring and ongoing scrutiny**

- 8.1. Given the complexity of this issue, and the considerable level of interest that there has been in it over a number of years, the Committee should consider how this issue should be scrutinised beyond this review. It should be noted that – as per the recommendations of the Democracy Review<sup>13</sup> – there is currently a review being carried out into the practice and approach to overview and scrutiny. The Committee’s plans for future scrutiny of income generation and commercialisation initiatives will need to give this due consideration.

## **9. Further implications**

- 9.1. At this stage there are no specific financial, legal, environmental or equalities implications to consider arising from the implementation of the recommendations in this report. However, there will be implications arising from the issues considered over the course of the year, these will need to be considered in due course.

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<sup>13</sup> Lewisham Democracy review final report: [link](#)

## 10. Background papers

<b>Title:</b>	<b>Date:</b>
<a href="#">Lewisham Council Income Strategy and Guidance</a>	February 2015
<a href="#">Income generation review scoping report</a>	March 2015
<a href="#">Income generation review evidence session 1</a>	April 2015
<a href="#">Income generation review evidence session 2</a>	July 2015
<a href="#">Income generation review evidence session 3</a>	September 2015
<a href="#">Income generation review final report and recommendations</a>	October 2015
<a href="#">Response from Mayor and Cabinet to the recommendations of PASC on income generation</a>	March 2016
<a href="#">Income generation 6 month update</a>	July 2016
<a href="#">Income generation opportunities review</a>	October 2016
<a href="#">Income generation update</a>	November 2016
<a href="#">Income generation and commercialisation</a>	June 2017
<a href="#">Income generation and commercialisation update</a>	September 2017
<a href="#">Income generation and commercialisation update</a>	March 2018
<a href="#">Income strategy update</a>	September 2018
<a href="#">Income strategy update</a>	December 2018
<a href="#">Income strategy report for Mayor and Cabinet</a>	February 2019
<a href="#">Income Strategy Update</a>	March 2019

## Sources

Association for Public Service Excellence with the Centre for Public Scrutiny (2019) Risk and Commercialisation: a guide for local scrutiny councillors

<https://www.apse.org.uk/apse/index.cfm/research/current-research-programme/risk-and-commercialisation-a-guide-for-local-scrutiny-councillors/>

Local Government Association - supporting enterprising councils:

<https://www.local.gov.uk/enterprising-councils-supporting-councils-income-generation-activity>

Lisa Bibby consulting (2016) - Lewisham Income Generation Opportunities review:

[http://councilmeetings.lewisham.gov.uk/documents/s46850/04 Appendix 2 income generation update - 301116.pdf](http://councilmeetings.lewisham.gov.uk/documents/s46850/04%20Appendix%20Income%20Generation%20Update%20-%20301116.pdf)

Lewisham Council Budget 2018-19:

<http://councilmeetings.lewisham.gov.uk/documents/s55304/2018%2019%20Budget.pdf>

Lewisham Council income generation guidance (2015)

<http://councilmeetings.lewisham.gov.uk/documents/s35464/05IncomeGenerationAppendixA140415.pdf>

Lewisham Council's risk management strategy 2017-2020

[http://councilmeetings.lewisham.gov.uk/documents/s53876/Risk%20Mangement%20Strate gy.pdf](http://councilmeetings.lewisham.gov.uk/documents/s53876/Risk%20Management%20Strategy.pdf)

Lewisham Council constitution:

<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/how-council-is-run/our-constitution>

Lewisham Democracy review final report:

<https://lewisham.gov.uk/-/media/files/localdemocracyreviewreport.ashx>

Lewisham Council, Sustainable Procurement Code of Practice for all organisations who wish to contract with the Council: [https://lewisham.gov.uk/-](https://lewisham.gov.uk/-/media/files/imported/codeofpracticecontractors.ashx)

[/media/files/imported/codeofpracticecontractors.ashx](https://lewisham.gov.uk/-/media/files/imported/codeofpracticecontractors.ashx)

New Local Government Network/Local Government Association, Outside the Box: the Council workforce of tomorrow (2016)

<https://www.local.gov.uk/sites/default/files/documents/outside-box-ab0.pdf>

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## Appendix 1

Key decisions (as defined by the Council's constitution)

(a) Decisions which will be likely to result in Council expenditure or savings of £500,000 or more (save treasury management transactions taken in accordance with the Council's Treasury Management Strategy as approved by the Council)

(b) Any decision likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards, whether the impact is direct (e.g. where the decision relates to a road which crosses a ward boundary) or indirect (e.g. where the decision relates to the provision or withdrawal of a service which is or would be used by people from two or more wards)

Decisions will still be deemed to affect more than one ward even if one or more of the wards affected is outside the borough.

(c) The Council will also define all executive decisions which relate to matters within the categories listed below as key decisions whatever their financial impact, and irrespective of the number of wards affected by them:-

- (i) Consideration of any report prepared by an external organisation (e.g. OFSTED) into the performance of the Council whether in general or in relation to a particular case, including the Council's response to it.
- (ii) the closure or significant change in the character of a school or other educational facility.
- (iii) consideration of any report relating to the possibility of the withdrawal of delegation of budget from a school
- (iv) the giving of any statutory notice to a school or other educational establishment
- (v) directions relating to the use and occupation of school premises
- (vi) decisions relating to schools admission policy and standard numbers for schools
- (vii) the making of instruments of government for schools
- (viii) policies relating to special needs, attendance and exclusion, awards, charging and remission
- (ix) the Council's scheme for the financing of maintained schools
- (x) closure of, or significant reduction in provision of, any Council service
- (xi) where the decision is one which will involve a significant change in the manner of Council service provision,
- (xii) the fixing of fees and charges for Council services
- (xiii) granting or withdrawing financial support to any voluntary sector organisation in excess of £10,000 (excluding financial support to any organisation which is funded by government initiatives e.g. European Funding)
- (xiv) writing off any bad debt in excess of £50,000, unless the Council has within the last 3 years already written off debts for the person/organisation concerned totalling that amount in which case any further write off would be a key decision
- (xv) the disposal of any Council property for less than best consideration
- (xvi) the disposal of any interest in Council property with a value of £500,000 or more
- (xvii) the taking by the Council of an interest in land worth £500,000 or more
- (xviii) the granting of any interest in land where the interest is valued at £500,000 or more
- (xix) the exercise of the Council's compulsory purchase powers
- (xx) applications for funding from any external body which if successful would also require Council match funding of £500,000 or more, or entail a revenue commitment of at least £500,000 in total by the Council

(xxi) consideration of any matter which is to be the subject of a recommendation to full Council

(xxii) consideration of any matter in which, to the decision-maker's knowledge, the decision-maker (or any member of a committee or sub committee making the decision) has an interest which ought to be declared.

(xxiii) the award of a contract with a total value of £200,000 or more

(xxiv) where at least 5 members of the Council request that it be treated as a key decision, provided that in the opinion of the Monitoring Officer, they do so a least 6 weeks before a decision is likely to be taken

(xxv) where there is evidence of significant local opposition to proposals made by the Council

(xxvi) where the Chair of Council on advice from the Head of Paid Service and/or Monitoring Officer and/or Chief Finance Officer is of the view that the matter is one which ought properly to be treated as a key decision, and informs the proper officer to that effect at least 6 weeks before the decision is in the opinion of the Monitoring Officer likely to be taken

(d) A decision maker may only make a key decision in accordance with the requirements of the Executive Procedure Rules set out in Part IV of this Constitution