

Appendix 1

Group Company Governance Committee – Governance Improvement Action Plan

	Governance Outcome	Action	Owner(s)	Progress	Target Date
G1	BCC considers the strategic fit of its group companies taking into account the context of the City Plan, Delivery Plan and the MTFP	Group list to be updated with detail on company activities, turnover, meeting numbers, skill set required. Review of strategic fit for each company attendee at GCG	AJ GCG	List updated with 20/21 outturn results – turnover. Updating on company changes and activities in progress. Acivico Group Ltd to attend November meeting	Draft on completion, updated for May '22 appointments ongoing
G2	The Council should review its overall approach to using councillors on the boards of its subsidiary companies and other similar organisations. This should be informed by a full understanding of the role of and legal requirements for company Board members. Full consideration of this to be made at Annual Appointments confirmation and when new appointments/changes occur	Within company analysis identify recommended board representation – members, officers, external experts. Rationalise appointment process to single route of officer approval through Council Management Directorate (member appointments remain the decision of political groups). Each company appointment to have a named officer contact	CP/AJ CP (in conjunction with Dir Legal Services) AJ/CP	Review of all appointments underway in conjunction with Monitoring Officer and Director Council Management. Draft paper to be presented to CLT and CC-GCG As a product of the appointments review above. All major companies have named officer contact. Their duties in this role to be updated as result of above review	November '21

G3	BCC appointees to boards as directors and observers should demonstrate the knowledge, experience and strength to challenge.	Central register of members and officer training held within Legal Services.	CP	Register held and updated	January – May '22
	All appointees will undertake training for their role of director/observer and be given direction on Council support in their role (legal support).	Training policy to be created outlining minimum skills and mandatory or advisory nature of training, timing of training and refreshment	CP/AJ	Training options/delivery mechanism in progress	
		Officer Directors and Member Group offices to be notified of any nominees/appointees with outstanding training requirements	CP	Complete – notifications made – however will be an ongoing requirement	
G4	Company governance structure and shareholder role should be defined more clearly and communicated to the necessary individuals.	Group company guidance on intranet is reviewed, updated and appointees notified of changes	AJ/AP	Guidance is current but will require updating following improvement plan progress.	Jan – May '22
		Incorporate individual clarification as part of training. Provide updates to appointees.		All new and existing appointees and officer contacts to be signposted to guidance	
G5	When allocating roles on Council-owned organisations to individual councillors, the Council should ensure that the scope for conflicts of interest is minimised, with a clear divide between those in such roles and those responsible for holding them to account or overseeing them.	Review annual declarations of Register of Interests (ROI) for inclusion of directorships and observer roles for members and officers.	Legal Services /Group Secretaries		May '22

	Ensure no conflicts of interest in Councillor roles in BCC and through activity with Group Company boards.	Appointment process to include review at each new appointment.			
G6	The Council should ensure that risks relating to its companies are considered for inclusion in its overall risk management processes, with appropriate escalation and reporting, rather than being seen in isolation. The client within BCC and their team should maintain a full risk register.	Combine existing BCC Group Risk Register with company risks identified within directorates as separate document to be reported to CCGCG	AJ/CP in conjunction with Head of Internal Audit		Jan '22
G7	The Council should ensure that financial information is provided in accordance with its requirements and is fully understood by CC-GCG and others involved in holding the companies to account, and that robust action, with the oversight of the s151 officer, is taken if suitable information is not provided.	Annual report to be provided at outturn. Companies attending GCG to provide financial performance update. Company updates – private report – to include financial performance update.	AJ	20/21 report to November meeting	Annually Each meeting
G8	Responsibility for scrutiny of governance and risk management across the group is held by CC-GCG. The Audit Committee hold overall governance responsibility for the council. Interaction between the two Committees has been recommended by AC.	CC-GCG to consider whether there is a role for Audit Committee and what form and frequency might assurance from CC-GCG take.	CC-GCG		March '22
G9	The council should monitor compliance with loan covenants and register of charges to any group companies	List of covenants and charges to be compiled and reviewed	AJ/CP		January '22