

Wholly Owned Subsidiaries Governance Review						
Recommendation		Risk rating	Deadline Date	Responsible Officer	Updates	Progress
Rec 1	There should be a requirement for all WOCs to provide Risk Reporting and an Audit Committee annual report to their Boards and also to the Shareholder Committee.	High	Apr-22	Director of Governance and Partnerships / Head of Audit and Risk	All companies report on risk through their Audit Committees to their Boards and two companies have produced annual reports from their Audit Committees to the Boards. All companies will be asked to report to the Shareholder Committee with regard to risk from September 2022 onwards. All companies will produce an Annual Audit report following year-end.	In progress
	The Shareholder Committee should also prepare a report to the Council's Audit Committee.	High	Apr-22	Director of Governance and Partnerships / Head of Audit and Risk	This will be timetabled following receipt of the company annual reports to the Shareholder Committee.	Not started
	An overarching Strategic WOC Risk Register should be created, monitored and reported to the Shareholder Committee. Key risks should be escalated to the Council's Strategic Risk Register where appropriate.	High	Apr-22	Director of Governance and Partnerships / Head of Audit and Risk	This is currently being developed.	In progress
Rec 2	The progress of the Operational agreements should be reported to the newly formed Shareholder Committee.	Med	Sep-22	Director of Communication and Regeneration / Director of Community and Environmental / Director of Governance and Partnerships	There are currently operating agreements between Blackpool Waste Services Limited and the Council and Blackpool Coastal Housing and the Council. No other agreements exist with the other companies at this time.	Not started
	MSAs should be put in place for all companies pulling together the SLAs.	Med	Sep-22	Director of Communication and Regeneration / Director of Community and Environmental / Director of Governance and Partnerships	This is currently being developed.	In progress

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Rec 3	Governance Framework documents should be completed and agreed with the WOC. The core document should be reported to the Shareholder Committee in the first instance prior to adoption by each of the WOCs.	Med	Apr-22	Director of Governance and Partnerships	Agreed by the Shareholder Committee 18 March 2022 and currently going through the Company Boards during April and May 2022.	In progress
	Policy Framework will be an appendix to the governance framework document. Actions where the Shareholder requires the WOCs to adopt will be approved by the Shareholder Committee in the first instance for example Living Wage, Climate Change and Public Sector Equality Duty.	Med	Apr-22	Director of Governance and Partnerships	Some companies have Board approval policy framework documents	In progress
	Actions should be monitored via the Shareholder Committee.	Med	Apr-22	Director of Governance and Partnerships		Not started
Rec 4	A WOC structure review should be undertaken to establish if the WOCs are set up to best achieve efficiency and effectiveness.	Med	Ongoing	Chief Executive	A review of Blackpool Coastal Housing was undertaken in 2020. Further discussions are required regarding the future scrutiny of companies.	Not started
	The results should be reported to the Shareholder Committee with an action plan for any weaknesses identified.	Med	Ongoing	Chief Executive		Not started
Rec 5	Detailed recovery financial plans will be included in reporting packs and scrutinised, challenged and reviewed at the Shareholder Committee	Med	Nov-21	Director of Governance and Partnerships	Completed although Shareholder Committee to focus now on action plans to meet financial targets	Completed

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Rec 6	Reporting requirements should be established with templates for consistent reporting. These should include Financial Performance, KPI reporting, Recovery Loan reporting, Risk Management, Business Plans, Strategy Documents and Project performance.	Med	Jan-22	Director of Governance and Partnerships	There is a template for the KPIs. Business Plan and Annual Report templates are being developed.	In progress
Rec 7	There should be cyclical training requiring mandatory participation that is tracked and logged and networking events where Council objectives and vision can be shared along with providing opportunities for participants to share best practice and any group synergies for efficiency.	Low	Apr-22	Director of Governance and Partnerships	Training programme currently being developed with core/mandatory modules. The first series of training sessions on financial training have been organised for May 2022.	In progress

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Shareholder Committee Decisions						
Decision		Date of decision	Deadline Date	Responsible Officer	Updates	Progress
BECL	To receive a report to a future meeting on the financial model and updated Business Recovery Plan agreed.	19/11/21	01/07/22	Michael Williams, Managing Director, BECL	Reports were received to the 25/02/22 Shareholder Committee meeting on financial performance and Business Recovery Plan, however, discussions regarding the financial model are still required.	In progress
BECL	To note that a revised lease agreement would be issued to BECL, to include the conference centre, in due course.	19/11/21	25/02/22	Steve Thompson, Alan Cavill	An update was provided at the 25/02/22. At the time of the meeting the lease had not yet been issued.	In progress
BECL	To note that an operating agreement would be considered with a report provided back to the Shareholder Committee in due course.	19/11/21	25/02/22	Steve Thompson, Alan Cavill	An update was provided at the 25/02/22. At the time of the meeting the operating agreement was still in development.	In progress
BECL	To review the Key Performance Indicators (KPIs) for the Conference and Exhibition Centre (CEC) and provide an update at a future meeting.	19/11/21	15/10/22	Alan Cavill, Director of Communications and Regeneration		
BECL	To consider running costs for opening of the Winter Gardens venue and return to a future meeting with the detailed options on opening for consideration.	25/02/22	01/07/22	Michael Williams, Managing Director, BECL		
BCH	To commission a study into the quality of sheltered housing accommodation provided by Blackpool Coastal Housing Limited and how residents in sheltered accommodation were supported. That Adult Social Care and Health representatives be included in the study and that the outcome be reported to the Shareholder Committee at a future meeting.	26/11/21	17/05/22	John Donnellon, Chief Executive, BCH	An update will be provided as part of the 17/05/22 meeting	In progress

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LMOL	To approve as the Parent organisation, the decisions of the Blackpool Housing Company Limited and Lancashire Management Operations Limited for the transfer of the entire share capital of Lancashire Management Operations Limited from Blackpool Council to Blackpool Housing Company Limited and subsequently the business, assets, liabilities and company functions of Lancashire Management Operations Limited to form a subsidiary company of Blackpool Housing Company Limited and; To authorise the Director of Communications and Regeneration to carry out any actions required to give effect to the transfer, on behalf of the Council.	18/03/22	31/10/22	Mark Towers, Company Secretary, David Galvin (Managing Director) and Paul Whitehead (Director of Finance and Resources), Blackpool Housing Company	The transfer of share capital has now taken place and LMOL now forms a subsidiary of BHC and the process for it to be dissolved will commence following the signing of the end of year accounts.	In progress
ALL	To approve the model governance framework, subject to the minor amendments outlined above, for all wholly-owned companies within the Council group. For the Shareholder to request that company Boards adopt the framework at the next cycle of meetings, together with appropriate tailoring for the company and its sector.	18/03/22		Mark Towers, Company Secretary	As above, agreed by the Shareholder Committee 18 March 2022 and currently going through the Company Boards during April and May 2022.	In progress