

# Executive Summary

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## Recommendations

**Recommendation 1:** Discussions and decisions made within exempt committee meetings should be recorded.

**Recommendation 2:** Public reports should be consistent with the issues and concerns raised within exempt papers. The exempt papers should only provide confidential information which cannot be discussed within the public sessions.

**Recommendation 3:** Cabinet reports relating to Bristol Holding Limited's companies which include exempt information should be improved. Exempt papers, should clearly identify and quantify the risks and advice provided by the Shareholder Group and any relevant independent advisors as well as the clear views of Bristol Holding Limited.

**Recommendation 4:** The Council should ensure Cabinet decisions are based upon more timely and current information.

**Recommendation 5:** The Council should update the articles of association and shareholder agreement to reflect the strengthened role of Bristol Holding Limited. The terms of reference for all elements and functions of the governance structure should be in place and updated.

**Recommendation 6:** The Council should agree and consider if the client function role is appropriate for each of its companies and document the role and responsibilities for those companies where it is agreed.

**Recommendation 7:** Consideration should be given to the role of the Executive Chair of Bristol Holding. This should include if this role is appropriate going forward, and does it ensure independence of the chair and reduce potential conflicts.

**Recommendation 8:** The Council should minimise the potential for conflicts of interest, such as the role of the Executive Chair, elected members and officers. To facilitate this, the Council should develop a conflicts of interest policy to ensure potential conflicts in relation to Council owned companies are identified and managed appropriately. This could be incorporated within a company's handbook.

**Recommendation 9:** The Council should develop a mechanism to enable the Audit Committee to be sighted on potential exempt issues within their role and responsibilities and legal duties.

**Recommendation 10:** The Council should consider publishing all reserved matter decisions relating to its companies and consideration should be given to how elected members access to confidential information relating to reserved matter decisions could be improved.

**Recommendation 11:** Appropriate training should be provided on a regular basis to elected members who are involved in the Council's owned companies, in relation to decision making, scrutiny and the Audit Committee. This should include sector specific training, roles and responsibilities in relation to Council owned companies and potential conflicts of interest.

**Recommendation 12:** The Council should improve the risk management arrangements to ensure that all key risks are identified and clearly reported to Cabinet.