

Agree that the need for further Independent Non-Executive Director ('NED') appointments be reviewed across all Council companies to ensure from the shareholder perspective that all companies have sufficient skills, expertise and experience on their company boards.

The Board of Directors

1. Please list all **directors currently appointed** to the board, their dates of appointment and any specific role or attribution (e.g. NED, 'A' Director, Managing Director):
2. Are the **board's functions and responsibilities** clearly documented? Where?
3. Are the roles and responsibilities of the board clearly defined and communicated in **role descriptions** for all positions within the board?
4. In what ways does the board have the **capability, capacity, experience, diversity and skills to deliver the company's strategy**?
5. Does the board have the **right blend of skills and experience**, based on the purpose, characteristics and complexity of the company and the challenges it faces?
6. Is each director willing to **develop new skills** to contribute to the effectiveness of the board and the company?

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