

CHAIR REPORT - Peter Dengate Thrush

Question set	#	Question Name	Rating							Total	Board average	Chair rating	
			DK or N/A	1	2	3	4	5	6				7
Role	1	Acting in best interests			1	1		1	9	5	17	5.8	6
	2	Board and management distinction					1	5	9	2	17	5.7	6
	3	Legal duties and liabilities						1	7	9	17	6.5	7
	4	Specific legal requirements	1					1	4	11	17	6.6	7
	5	Setting standards for integrity				2	1	1	2	11	17	6.1	6
	6	Committee membership and terms of reference	2			1	1	4	6	3	17	5.6	6
	7	Committee Chairmanship	10					1	5	1	17	6.0	5
	8	Contribution to committees	7		1		1	2	3	3	17	5.5	6
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
Meetings	10	Board meeting schedules	3			1	1	5	7		17	5.3	5
	11	Agenda setting			2	2	1	5	6	1	17	4.8	6
	12	Meeting papers		1	3	2		8	3		17	4.2	6
	13	Effective meeting conduct			1	1	3	1	7	4	17	5.4	7
	14	Challenge and debate			1	1	2	2	8	3	17	5.4	6
	15	Decision process at meetings			1	2	1	3	4	6	17	5.5	6
	16	External environment				2	1	1	8	5	17	5.8	6
	17	Learning about the organisation	4					1	10	2	17	6.1	6
18	Monitoring and updating between meetings				1	2	9	4	1	17	5.1	6	
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
Purpose	20	Change and development				1	2	4	8	2	17	5.5	6
	21	Shared vision			1	4	2	5	5		17	4.5	6
	22	Knowledge and Insight				1	1	4	10	1	17	5.5	6
	23	Financial needs assessment and fundraising	6				1	5	4	1	17	5.5	<i>don't know or N/A</i>
	24	Board annual plan	3		3	2	1	4	3	1	17	4.4	4
	25	Measures of success			1	1	3	3	7	2	17	5.2	6
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
Stakeholders	27	Obligations to stakeholders			1		1	5	6	4	17	5.6	6
	28	Stakeholder communications	1		1	1		5	5	4	17	5.5	7
	29	Media and other external parties						3	9	5	17	6.1	7
	30	Chair as ambassador				1	2	2	8	4	17	5.7	6
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
Conformance	32	Risks facing the organisation				1	4	4	5	3	17	5.3	6
	33	Risk management and compliance	1				4	4	5	3	17	5.4	5
	34	Understanding and discussion of risk	1		1	1	5	5	2	2	17	4.8	5

CHAIR REPORT - Peter Dengate Thrush

Question set	#	Question Name	Rating							Total	Board average	Chair rating	
			DK or N/A	1	2	3	4	5	6				7
Performance	36	Organisational performance			1	1	3	2	5	5	17	5.4	6
	37	Financial performance and position	3				1	5	5	3	17	5.7	6
	38	Monitoring management performance	4			3		3	7		17	5.1	7
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
			DK or N/A	1	2	3	4	5	6				7
Management and board	40	Directors' relationships with management	1	1		1	1	5	4	4	17	5.3	6
	41	Relationship with management						2	9	6	17	6.2	7
	42	Discussion of management		1	1	2	2	2	6	3	17	4.9	6
	43	Leadership and succession	1		1	4	2	3	5	1	17	4.6	5
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
			DK or N/A	1	2	3	4	5	6				7
Culture	45	Engagement and participation				2		2	6	7	17	5.9	6
	46	Robust board culture	1		1	2		4	5	4	17	5.4	6
	47	Preventing "group think"	2		2	1	4	3	4	1	17	4.6	5
	48	Independent thinking	2		1	1		2	4	7	17	5.9	6
	49	Challenge and dissent				1	2	2	4	8	17	5.9	6
	50	Listening and accommodating others' views		1			4	2	6	4	17	5.4	5
	51	Persuasive communication					1	1	2	13	17	6.6	6
	52	Debate and resolution				2	2	2	8	3	17	5.5	7
	53	Exploring options and finding common ground				2	1	3	7	4	17	5.6	7
	54	Contribution and commitment to decisions				1		2	4	10	17	6.3	6
55	Leadership and teamwork			1	1		4	6	5	17	5.6	6	
Question set	#	Question Name	Rating							Total	Board average	Chair rating	
			DK or N/A	1	2	3	4	5	6				7
Capability	57	Skills and attributes					1		9	7	17	6.3	6
	58	Board succession and development	2			4	6	3	2		17	4.2	5
	59	Committee appointments	4		1	3	3	4	2		17	4.2	4
	60	New director induction	4		2		4	4	1	2	17	4.6	6
	61	Continuing education	4			2		3	6	2	17	5.5	7
	62	Knowledge of the business	2			1		2	6	6	17	6.1	6
	63	Giving and receiving feedback	1			2	2	3	5	4	17	5.4	6
	64	Addressing inadequate performance	9		1	2	4		1		17	3.8	don't know or N/A