

APPENDIX 3

Terms of Reference and Composition of the Nominations and Effectiveness Sub Committee

Membership: 5 or 6 Members, including the Chairman and Deputy Chairman (Member) of the Grand Committee and *at least* one External Member, to give an independent perspective.

Meeting frequency: *to meet no less than two times a year*

1. To make recommendations to the Audit and Risk Management Committee on the appointment of all External Members to that Committee.
2. To consider the most appropriate way to recruit External Members to the Audit and Risk Management Committee, including the placing of advertisements or the use of personal contacts.
3. To consider proactively potential External Member talent outside of the recruitment cycle which naturally arises on the expiry of any current External Members' term, such that the City Corporation can engage at early stage with interested parties.
4. To promote the role of the Audit and Risk Management Committee to Members of the Court such that a wide pool of future Committee Member talent can be identified and encouraged to consider putting themselves forward as Members of the Committee.
5. To consider the aggregate skills and capability of the Audit and Risk Management Committee by reference to a periodically compiled skill matrix in order that Member training and development needs can be effectively established and actioned.

n.b. The Sub Committee will have advisory powers only and make recommendations *on nominations* to the grand *Committee*.