

## Meeting of the London Legacy Development Corporation Chair's Committee

**Meeting Date:** Tuesday 4 December 2018

**Time:** 2.00 pm

**Venue:** LLDC Meeting Rooms 1&2, LLDC, Level 10, 1 Stratford Place,  
Montfichet Road, London E20 1EJ

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Members of the London Legacy Development Corporation Chair's Committee are hereby notified and requested to attend the meeting of the Chair's Committee of the Corporation at 2.00 pm on Tuesday 4 December 2018 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at

[www.london.gov.uk/sites/default/files/openness-in-meetings.pdf](http://www.london.gov.uk/sites/default/files/openness-in-meetings.pdf)

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### Committee Members:

Sir Peter Hendy CBE (Chair)  
Sonita Alleyne OBE  
Nicky Dunn OBE  
Keith Edelman  
Philip Lewis

#### 1 Apologies for absence

#### 2 Declarations of interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

#### 3 Minutes of the previous meeting held on 26 June 2018 (Pages 1 - 4)

The Committee is asked to agree the minutes of the meeting held on 26 June 2018.

#### 4 Matters arising and action list (Pages 5 - 6)

The Committee is asked to note the actions arising from previous meetings.

**5 People Strategy Update** (Pages 7 - 14)

The Committee is asked to note the update.

**6 Chief Executive Performance Against Objectives** (Pages 15 - 16)

The Committee is asked to note the update on the Chief Executive's performance against the overarching objectives for 2018/19.

**7 Any other business the Chair considers urgent**

The Chair will state the reason for urgency of any item taken.

**8 Date of next meeting**

The next meeting of the Chair's Committee will be held in 2019 at a date to be confirmed.

**9 Exclusion of the press and public**

*The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended), in that the following items of business contain information relating to the financial or business affairs of an individual, organisation or the London Legacy Development Corporation (LLDC).*

**10 Minutes of the previous meeting held on 26 June 2018 containing exempt information** (Pages 17 - 18)

The Committee is asked to agree the minutes of the meeting held on 26 June 2018 that contain exempt information.

**11 Matters Arising and Actions List - exempt information relating to the item on Part 1** (Pages 19 - 20)

The Committee is asked to note the actions arising from previous meetings that contain exempt information.

**12 People Strategy Update - exempt information relating to the item on Part 1** (Pages 21 - 42)

The Committee is asked to note the appendix containing exempt information.

**13 Chief Executive's Performance against objectives - exempt information relating to the item on Part 1** (Pages 43 - 48)

The Committee is asked to note the appendix containing exempt information on the performance against the overarching objectives for 2018/19.

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## DRAFT MINUTES

### **Minutes of the Meeting of the London Legacy Development Corporation Chair's Committee**

**Date:** Tuesday 26 June 2018  
**Time:** 12.00 pm  
**Venue:** LLDC meeting rooms 1 and 2, Level 10, 1 Stratford Place, Montfichet Road, London, E20 1EJ

**Present:** Sir Peter Hendy CBE (Chair)  
Sonita Alleyne OBE  
Nicky Dunn OBE  
Keith Edelman  
Philip Lewis

**In Attendance:** Andrea Gordon, Director of HR  
Tim Somerville, Mayor's Observer  
Rachel Massey, Board Secretary  
Jamie Mordue

#### **1 Apologies for absence**

- 1.1 An apology for absence was received on behalf of Lyn Garner, Chief Executive Officer.

#### **2 Declarations of interest**

- 2.1 The Chair noted that Members had declared registrable interests in line with the relevant Standing Orders and asked Members to confirm if they had any interests or additional interests to be declared related to matters listed on the agenda other than those already made and included in the register.

There were no additional declarations of interest.

#### **3 Minutes of the previous meeting held on 27 February 2018**

- 3.1 It was agreed that the minutes of the meeting held on 27 February 2018 be signed by the Chair as a correct record.

#### **4 Matters Arising and Action List**

- 4.1 The Committee noted the Actions List.
- 4.2 Members asked about future visit dates and noted that a visit would form part of the Board's away day. Further dates would be scheduled.

**[Action: Board Secretary]**

#### **5 Committee Forward Agenda and Annual Review of Committee Terms of Reference**

- 5.1 The Board Secretary presented the Committee forward agenda and annual review of the Committee's terms of reference.
- 5.2 The Committee noted the addition of point 7, relating to overseeing Diversity and Inclusion within the Committee's remit.

#### **5.3 The Committee:**

- (a) noted the forward plan of agenda items; and**
- (b) noted the Committee's terms of reference.**

#### **6 People Strategy Update**

- 6.1 The Director of Human Resources presented the People Strategy update.
- 6.2 The Committee was advised that the Diversity Standard self-assessment had been completed and the LLDC had met base level. The Diversity and Inclusion Group would implement a range of measures to fill the gaps, as set out in the report.
- 6.3 The Women in Leadership Sponsorship programme was progressing with applications. Three applicants would be matched with sponsors from across the GLA. Deloitte were to determine how sponsors would be matched with staff but it was likely that staff would be matched with sponsors outside their direct employer organisation.
- 6.4 The programme would be a good networking opportunity and would incorporate structured training and workshops. The programme was established to initially last six months. The Chair asked whether training could be bought from other organisations under the GLA umbrella, such as Transport for London. It was confirmed this was being looked at.
- 6.5 The Committee asked how the Legacy Corporation compared to other organisations on the gender pay gap and the differences between those on the same pay bands. The Director of Human Resources advised that the incremental pay scale meant determining pay gap between those on the same pay bands was not straightforward, as one would expect to be paid more if they had more experience and longer service working at the organisation. The Director of Human

Resources would send further information to the Committee, including the span pay scales and an analysis of like-for-like roles.

**[Action: Director of Human Resources]**

- 6.6 Discussions were on-going on how recognition pay could be linked to Objectives and Key Results.

**6.7 The Committee noted the report.**

**7 Chief Executive Performance Against 2017/18 Objectives**

- 7.1 The Director of Human Resources introduced the report on the Chief Executive's performance against the overarching objectives for 2017/18 at the end of Quarter 4.

**7.2 The Committee noted the update on the performance against the overarching objectives for 2017/18 at the end of Quarter 4.**

**8 Chief Executive Objectives for 2018/19**

- 8.1 The Director of Human Resources introduced the report on the Chief Executive's objectives for 2018/19.

- 8.2 The Committee discussed whether the new Chief Executive's objectives should remain the same as previously. It was agreed that the Chief Executive's objectives should incorporate East Bank, housing strategy and a business plan for the stadium, in addition to providing overall leadership to the organisation.

**[Action: Director of Human Resources]**

- 8.3 The Committee was reminded that performance pay would be linked to the set objectives and so it was important to track and measure performance against objectives.

**8.4 The Committee noted the Chief Executive's objectives for 2018/19 and asked for further detail to be added as noted above.**

**9 Member suggestions for future agenda discussions**

- 9.1 Members asked about how many consultants were employed by the Corporation. The Director of Human Resources agreed to send information to the Chair for the next meeting.

**[Action: Director of Human Resources]**

**10 Any Other Business the Chair Considers Urgent**

- 10.1 There was no urgent business.

**11 Date of Next Meeting**

- 11.1 The Committee noted that the next meeting was due to be held on 20 November 2018 at 2pm. [Post meeting note: this was moved to 16 October 2018 then to 4 December 2018]**

**12 Exclusion of the Press and Public**

- 12.1 It was agreed that the public and press be excluded from the meeting, in accordance with Part 1, paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt papers. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

**13 Minutes of the previous meeting held on 27 February 2018 containing exempt information**

- 13.1 It was agreed that the minutes of the meeting of the Chair's Committee held on 27 February 2018 containing exempt information be signed by the Chair as a correct record.**

**14 Matters Arising and Action List - exempt information relating to the item on Part 1**

- 14.1 The Committee noted the action list.**

**15 Chief Executive's performance against 2017/18 objective - exempt information relating to the item on Part 1**

- 15.1 The Committee noted the update.**

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Chair

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Date

**Contact Officer:** Rachel Massey, LLDC, Level 10, 1 Stratford Place, Montfichet Road, London E20 1EJ, Tel: 020 3288 1829, Email: [rachelmassey@londonlegacy.co.uk](mailto:rachelmassey@londonlegacy.co.uk)



## Chair's Committee Actions List (reported to the meeting on 4 December 2018)

### Actions from last meeting

Minute No.	Item/Description	Action By	Target Date	Status/note
4.2	<b>Matters arising</b> Schedule park visits for Board members	Rachel Massey	Spring 2019	Visits to be scheduled for 2019.
6.5	<b>People strategy update</b> Send further information to the Committee on pay bands, including the span pay scales and an analysis of like-for-like roles.	Andrea Gordon	4 December 2018	In progress. An update will be provided at the meeting.
8.2	<b>Chief Executive Objectives for 2018/19</b> Include further information in the objectives on East Bank, housing strategy and a business plan for the stadium, in addition to providing overall leadership to the organisation.	Andrea Gordon	November 2018	Complete. Included in detailed objective.
9.1	<b>Member suggestions for future agenda discussions</b> Send information on the number of consultants were employed by the Corporation to the Chair.	Andrea Gordon	November 2018	Complete. Information provided to the Chair and CEO.

## Actions from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/note
4.1 (9 November 2016)	<b>Matters arising</b> Arrange brief visits to Park and venues prior to Board meetings.	Rachel Massey	Autumn 2018	Here East visit at July 2018 away day. Further visits to be scheduled. Closed as repeated at 4.2 above.
6.5	<b>Investors in People update</b> Submit a report on the organisational values and behaviours to the LLDC Board.	Andrea Gordon	November 2018	Complete. On agenda for this meeting as part of People Strategy update.



**Subject:** People Strategy Update  
**Meeting date:** 4 December 2018  
**Report to:** Chair's Committee  
**Report of:** Andrea Gordon, Director of HR

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report provides an update on the People Strategy progress so far and how work will continue to be taken forward during 2018/19.
- 1.2. Two appendices are included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Committee is asked to note the report and the progress made.**

## **3. BACKGROUND**

- 3.1. The People Strategy has been developed to support the implementation of the key priorities identified from the Investors in People accreditation and the findings from the 2016 and 2017 staff surveys. It is focused on building on LLDC's current position and sets out our people and organisational development goals and objectives.
- 3.2. The remainder of the report sets out progress in different areas:
  - Diversity and inclusion (D&I)
  - Learning and development
  - Health and well being
  - Values and behaviours

## **4. DIVERSITY & INCLUSION**

- 4.1. The Diversity Standard self-assessment has been updated and current progress and action plan is attached (Appendix 1 contains exempt information). There are still a number of gaps which need to be addressed and a couple of key areas we are focusing on are:
  - The top team actively champion diversity and inclusion in the organisation using all internal communication channels – we are working to ensure this is higher on the agenda at Senior Management level and an S-EMT meeting was held in November to discuss progress and think about how we can encourage partners to be more inclusive (Appendix 2 contains exempt information).

- D&I forms a key feature of internal communications – we have worked more closely with comms to form an internal communications plan; a key feature of which is Diversity and Inclusion. 24-30 September was National Inclusion Week and we facilitated a number of internal events and discussions on 'Every Day Inclusivity', including a presentation at the All Staff Briefing, an 'Inclusivi-tea', and sharing stories of how being made to feel inclusive has helped with work-life balance.
- 4.2. The **Women in Leadership Sponsorship** programme is now live and we have four staff members from LLDC on the programme.
- Charly Hutson, Strategy Manager- paired with David Bellamy
  - Gudrun Andrews, Senior Planning Manager – paired with Michael Mulhern, Interim CEO of OPDC
  - Vivien Murinde – paired with Pam Alexander, LLDC Board member
  - Heather McStay, Head of Estate Management – paired with Helen Murphy, Director of Consulting and Operations at TfL
- 4.3. In addition, we have 11 members of LLDC Staff and Board who are participating as Champions for other women on the programme. All four LLDC women have been given opportunity through the L&D offering at LLDC, to complete a 360 leadership profile and have face to face feedback so that they can use this as a basis for discussion with their Sponsor. We are also providing Membership for them to Every Woman Network – an online networking and resource site specifically aimed at Women in Leadership. Each participant, and some of the LLDC Champions, will be blogging about their experience and journey throughout the programme. Staff who applied for one of the places but were not successful have been given their own personal development plan, following 1:1 discussions with the HR Director.
- 4.4. The **Diversity and Inclusion group** continues to meet, and Tanni Grey-Thompson joined us at the September meeting to give us some insight into her thoughts on diversity in recruitment. The focus for the group now is looking at the areas of the organisation that we are struggling to fill vacancies in and trying to look at how we can reach a more diverse audience both across the local area and wider London.
- 4.5. **Lean in Circle** - The diversity & inclusion group have set up a BAME Lean in Circle (as a pilot). A Lean In Circle is a small group of 8–12 staff who will meet regularly to support each other and learn new skills; it is a great opportunity to network and we are hoping to be able to address some of the issues raised in the staff survey about BAME staff feeling that they don't progress or develop as much as they should do.
- 4.6. Current position on the **Gender and Ethnicity Pay Gaps** are below; they will next be measured in March 2019.

	2016	2017	2018
<b>Gender Pay Gap</b>	35.1%	22.3%	17.6%
<b>Ethnicity Pay Gap</b>	-	30.0%	24.0%

- 4.7. Taylor Bennett Foundation - The Communications, Marketing and Strategy team has been working with the Taylor Bennett Foundation, who run award-winning training and mentoring programmes exist to encourage black, Asian and ethnic minority graduates to pursue a career in communications. Two mentoring partnerships are up and running with young people wanting to get in to the communications industry. The team also hosted a visit for the current intake of trainees – showing them around the Park, encouraging them to work on a mini-campaign brief, and providing them with feedback on their work, as well as a chance to quiz a number of team members about career development and advice.
- 4.8. We have placed two new staff members into POV and Development through a scheme called Transitions which is a charity that works to help upskill and develop refugees. Both staff members are on paid fixed term contracts for a 6 month period.

## **5. LEARNING AND DEVELOPMENT**

- 5.1. As part of our membership with Future of London Leadership programme we have placed 2 staff members – from Development and PPDT on the Future Leaders Plus programme (Men).
- 5.2. Our Major Projects Association Rising Starts programme has been awarded to a female member of staff from the Development team.
- 5.3. From the Training Needs Analyse we did in January we have delivered a series of courses on business improvement – Stakeholder Management, Contract Management Fundamentals, Persuading to get what you want, The complete negotiator, Commercial and Business awareness for office professionals, Decision making and problem solving, Optimising Contract Performance and Impact and Influence – Presentation Skills.
- 5.4. The Management Development Programme has received positive feedback and finished in September. It consisted of the following modules:
  - An Introduction to Management
  - What makes a good manager?
  - Management vs Leadership
  - Management Styles and when to use them
  - Building and Managing a Team
  - Employee Engagement
  - Practical day to day management
  - The ethical Manager
- 5.5. A follow up programme will be launched in 2019 aimed at current line managers and those who have attended the development programme to build on their knowledge.
- 5.6. A further Leadership Development Programme is being planned for 2019/20 which will be a follow up to the one delivered in 2017/18 and will focus on Coaching, Transition, how to motivate and retain staff and preparing for change. Further details on this will be provided as the content is developed.

## **6. HEALTH AND WELLBEING**

- 6.1. LLDC has achieved 'Excellence' in the Mayor's Healthy Workplace Charter, which is the highest level attainable. The staff survey results for 2017 showed that 85% of staff felt that the H&WB offer at LLDC was excellent and they felt that it had been beneficial to them achieving a good work-life balance.
- 6.2. We have focused a lot on Mental Wellbeing and have recently trained staff to be Mental Health Champions for the organisation – these are staff who can signpost and point others in the right direction for getting help, as well as spotting signs of stress, anxiety and mental illness.
- 6.3. The new Mindfulness course began at the end of September for 4 consecutive weeks. This course focused on managing stress and resilience in the workplace and at home. 16 employees confirmed to attend the course.
- 6.4. Sickness absence isn't a huge issue in LLDC, but the majority of absences last winter were recorded as cold/flu. There are always things we can do to help our staff stay well, especially during winter months. Therefore, we piloted a limited number of free flu vaccinations for staff. 35 flu vaccinations were arranged for October and were available to employees on a first come, first served basis. This is the first year we are trialling flu vaccinations and is in response to the recorded absences from last year. A review will be undertaken in Spring 2019 to compare the absence rates after the flu vaccination to the rates of previous years.

- 6.5. In terms of physical health we held a 'Million Step Challenge' event for staff to encourage them to be more active on a day to day basis. September was our National Cycle challenge and we held the second annual Marathon Relay on 2 October with about 60 staff participating either as runners or marshals.
- 6.6. In August, we held our first 'Bring your Kids to work day'. This was a comprehensive programme to not only help children understand their parent's working environment but to demonstrate to employees that we are interested in the 'whole of them' not just their work presence. We arranged for activities (work and non-work related), goody bags, a scavenger hunt in the park, followed by a ride down the slide. 30 children attended, and the feedback was excellent, both appreciated by the children and employees.
- 6.7. **Agile Working** has been introduced to the organisation to encourage staff to become more flexible and support them in achieving a good work-life balance. There were a number of comments in the Staff Survey about Flexible working and improving the culture of trust in the organisation. Whilst we have almost 40% of staff on a formal flexible working pattern, staff still feel that there is a culture of presenteeism rather than outputs. In recent exit interviews staff have also commented that the culture around homeworking and flexibility is very limited and in some areas of the organisation staff feel that they should be seen to 'stay late', whereas others who wanted some flexibility have been advised to take annual leave by their line manager.
- In response to this, and to ensure that LLDC is providing its employees with a flexible working environment in which they feel trusted, EMT agreed we should promote Agile Working. In the UK, we define Agile Working as a range of ways of working, enabled by mobile technology, that let people and organisations make better choices about when, where and how they work. Agile Working incorporates dimensions of time and place flexibility, but also involves doing work differently focusing on performance and outcomes.
  - There are many benefits associated with flexible and agile working practices.
- 6.8. Research shows that when employees are given control over their working hours and place of work, productivity and creativity actually increases. It creates better work and a better balance.
- 6.9. There are of course some challenges which need to be addressed to ensure that Agile working is successfully embedded in an organisation.
- 6.10. The mindset of management can be a barrier to introducing agile working, so getting senior leaders on board is vital. Implementing new agile working practices is not easy, but the benefits of a more agile organisation – one that performs better and has a more engaged workforce – make this a worthwhile investment of management effort and time.
- 6.11. A review will be undertaken later in the year to understand what the take up of agile working has been and how it has impacted staff engagement.

## 7. VALUES AND BEHAVIOURS


- 7.1. The Committee previously asked for an update on the organisational values and how we embed these in the organisation. The values are shown below:

Internal culture	Our values	External reputation
We promote innovation, new ideas and ways of working together	Ambition	We are dynamic, and open to new opportunities that are consistent with our underlying mission
We do the right thing rather than the easy thing – and we do it well	Responsibility	We are accountable and transparent – taking ownership of our commitments, and delivering them effectively
We value all staff, developing their skills and potential and supporting them to meet and exceed their objectives	Excellence	We are focused on delivery and achieve high professional standards in all we do
We demonstrate teamwork across directorates, putting the interests of the organisation first	Collaboration	We form partnerships with other organisations based on trust and respect

- 7.2. The 2016 Investors in People report commented that the values needed to be fully embedded in what we do as an organisation. They were 'written on the wall in the kitchen, but not much else seemed to be done with them'.
- 7.3. At the 2016 staff away day a task was set for staff to create a 'brand' for our values. Each team had the opportunity to design something that would enable our values to be more memorable and be a part of what we do every day. The winning team created a design based on the QEOP logo which was turned into the design below...



7.4. The values are now embedded throughout the whole employee lifecycle.

<b>Recruitment</b>	During advertising, recruitment packs, website and at each interview we ask a values related question
<b>Induction</b>	At induction staff attend a Strategy and Values session so they have a full understand of what we do as an organisation and how we go about it (i.e. our behaviour)
<b>Probation</b>	Employees are measured against the values for them to pass their probation
<b>Performance Management</b>	All staff are measured against the values (in addition to objectives) for them to pass their annual review and receive and incremental pay rise (only a small number 2 or 3 have been identified in the past as not having met the values).
<b>Reward and Recognition</b>	The Inspiring Every Day Awards are values based and staff can nominate anyone in the organisation for displaying behaviours or acting in line with the values
	<p>From our values design we created “Thank You” post cards which staff can give to anyone when they feel they have been helpful or supportive (see below) – if a staff member collects all 4 values postcards and they automatically get an Inspiring Every Day Award</p>  <p>The image shows four 'Just to Say...' postcards arranged in a 2x2 grid. Each postcard features a stylized graphic of a person climbing a mountain peak. The top-left postcard is green and labeled 'AMBITION'. The top-right postcard is pink and labeled 'COLLABORATION'. The bottom-left postcard is blue and labeled 'RESPONSIBILITY'. The bottom-right postcard is pink and labeled 'EXCELLENCE'. Each postcard has a 'THANK YOU!' header and a small logo at the bottom right.</p>
<b>Every Day Values</b>	Staff have pens, mousemats, coffee coasters, notepads with the values design on.

7.5. The Inspiring Every Day Awards and the Postcards are a popular way of rewarding and recognising good work across the organisation yet during the 2017 Staff Survey, only 60 per cent of staff thought that the values were an integral part of our working culture, with 28 per cent stating they were neutral on the matter and 12 per cent saying they disagreed that the values were fully embedded.

7.6. At the next staff away day we plan to do a session to review our commitment to the values and ask staff for further ideas on how we can ensure they are fully embedded.

## 8. FINANCIAL CONSIDERATIONS

8.1. All financial impact has been agreed at EMT and is within budget.

## 9. LEGAL IMPLICATIONS

9.1. There are no legal implications arising from this report.



## **10. EQUALITIES IMPACT ASSESSMENT**

10.1. Any actions and changes brought about as a result of this assessment will be monitored for equalities impact.

## **11. APPENDICES**

Appendix 1 - Diversity Standard Self-Assessment (exempt information)

Appendix 2 – D&I presentation for S-EMT (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chairman's Committee 26 June 2018

**Report originator(s):** Andrea Gordon

**Email:** [andreagordon@londonlegacy.co.uk](mailto:andreagordon@londonlegacy.co.uk)

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**Subject:** Chief Executive Performance Against Objectives

**Meeting date:** 4 December 2018

**Report to:** Chair's' Committee

**Report of/by:** Andrea Gordon, Director of HR

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**This report will be considered in public**

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## **1. SUMMARY**

- 1.1. This report gives an update on the Chief Executive performance against the overarching 2018/19 objective.
- 1.2. An appendix is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and or the financial or business affairs of the London Legacy Development Corporation (LLDC).

## **2. RECOMMENDATION**

- 2.1. **The Committee is asked to note the update on the performance against the objectives for 2018/19.**

## **3. BACKGROUND**

- 3.1. At their June 2018 meeting 2018 meeting, the Committee discussed the proposed 2018/19 objectives for the Chief Executive. These were:
  - Ensure that the Ten Year plan is on track and report quarterly on progress;
  - Deliver a new business plan for the stadium to minimise future losses;
  - Keep budgets on track;
  - Stakeholder management; and
  - People leadership.
- 3.2. The Committee asked that these incorporate East Bank, Stadium, housing strategy in addition to providing overall leadership to the organisation.
- 3.3. The progress against the objective to date is set out in Appendix 1 (exempt information).

## **4. FINANCIAL IMPLICATIONS**

- 4.1. There are no financial considerations arising from this report.

## **5. LEGAL IMPLICATIONS**

- 5.1. The Chair's Committee's terms of reference state that "The Committee will take decisions in accordance with the Scheme of Delegations". The setting of the Chief Executive's objectives and the assessment of performance against these objectives is one of the decisions reserved to the Chairman's Committee under the Scheme of Delegations.

## **6. LIST OF APPENDICES TO THIS REPORT**

- 6.1. Appendix 1 – Update on performance against Objectives 2018/19 (exempt information)

### **List of Background Papers**

- Papers for the meeting of the Chairman's Committee 26 February 2018 and 26 June 2018

**Report originator(s):** Rachel Massey  
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