



The one hundred and thirty-sixth meeting of the Joint Nature Conservation Committee to be held at 11.00 on Wednesday 13th September 2023 and 09.00 on Thursday 14th September 2023, at JNCC's offices, Inverdee House, Baxter Street, Aberdeen AB11 9QA

This paper was provided to the Joint Committee for decision/discussion or information. Please refer to the minutes of the meeting for Committee's position on the paper.

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Joint Nature Conservation Committee

Mid-year review of Joint Committee working objectives

Cover note by Tracey Quince

Executive Summary

1. Action required

1.1 The Joint Committee is asked to:

- i. **discuss** their input to the working objectives for 2023/24 (Annex 1) at the half year point; and
- ii. **agree** any additional input required to achieve the objectives by the end of March 2024.

2. Key issues

- 2.1 A new set of working objectives for 2023/24 were agreed by the Joint Committee at the intersessional meeting on 2 May.
- 2.2 Developing a small number of performance objectives that are aligned with organisational goals and where it is identified that the Committee can add value should be a reference point for the Committee's performance evaluation process.
- 2.3 Discussing progress towards meeting the objectives at the half-year point, affords an opportunity to discuss input to the objectives and any additional work that may be required.

Joint Nature Conservation Committee

Mid-year review of Joint Committee working objectives

Paper by Tracey Quince

1. Introduction

- 1.1 It is good governance for non-executive boards to develop a small number of performance objectives that are aligned with the organisation's strategy. Working objectives define how the Committee will add value to the organisation each year and how it will enhance its own effectiveness. Annual working objectives can be used to allow a realistic assessment of the Committee's performance each year.
- 1.2 The Joint Committee has a range of overarching duties throughout the year which it must undertake, which means the objectives year on year remain largely the same, however the tasks within each objective change each year to reflect current organisational and Joint Committee priorities.

2. Committee working objectives

- 2.1 The working objectives for 2023/24 are contained in Annex 1. The objectives are split into eleven areas with tasks defined and responsibility for delivery of the tasks specified. The approach taken is to produce annual objectives in line with the JNCC strategy rather than generic objectives.
- 2.2 The table in Annex 1 contains a column for half year updates. Members comments will be captured in the meeting alongside any additional actions to ensure the objectives are met by the end of March 2024. The updated table will be circulated to members via email following the meeting and added to the Committee SharePoint site.

Annex 1

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
<p><u>Working objective 1</u> <i>People, Place and Culture</i></p>	<ul style="list-style-type: none"> Oversee the development of JNCC as an exemplar and inclusive employer. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Oversee the learning culture and the transition to a learning organisation. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Oversee JNCC’s hybrid working culture to ensure the organisation capitalises on ways of working developed during the pandemic. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Influence and monitor culture for alignment with purpose and values to ensure successful outcomes and be alert to signs of cultural problems. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Provide advice and experience from other organisations. 	<ul style="list-style-type: none"> Committee collectively 	
<p><u>Working objective 2</u></p>	<ul style="list-style-type: none"> Oversee the implementation of the new JNCC strategy and delivery of the 2023/24 business plan. 	<ul style="list-style-type: none"> Committee collectively 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
Strategic planning and delivery	<ul style="list-style-type: none"> Communicate and raise the profile of the new strategy to Defra, Devolved Administrations and other relevant organisations using members' professional networks. 	<ul style="list-style-type: none"> ELT and all members 	
	<ul style="list-style-type: none"> Advise on and agree plans to address biodiversity loss and climate change to build post-Covid momentum. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Advise on strategic resource requirements. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Input to and agree a forward programme of business for Committee, considering strategic priorities and government requirements. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Support the delivery of the thematic roadmaps delivering on the four key objectives for each Committee thematic sub-group. 	<ul style="list-style-type: none"> All sub-group members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
	<ul style="list-style-type: none"> Post strategy launch, oversee delivery on the ambitions of the new Global Biodiversity Framework to address the intertwining nature and climate crises. 	<ul style="list-style-type: none"> Committee collectively 	
<p><u>Working objective 3</u></p> <p><i>Risk management</i></p>	<ul style="list-style-type: none"> Share intelligence to identify risks and opportunities, emerging agendas of government administrations and other key stakeholders, and political sensitivities, using members' professional networks. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Through ARAC, challenge the extent to which risk mitigation is having the desired effect and the consequences of investing greater effort/resource in one area and the impact this might have on other risks. 	<ul style="list-style-type: none"> Committee collectively 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
	<ul style="list-style-type: none"> Discuss and address new emerging risks identified by ARAC. 	<ul style="list-style-type: none"> Committee collectively 	
<p><u>Working objective 4</u></p> <p><i>Delivery management</i></p>	<ul style="list-style-type: none"> Review corporate performance quarterly and assist the Executive in identifying and addressing delivery issues. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Consider the implications of shifting resources on performance delivery and challenge whether value for money and the benefits are being achieved. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Assist in ensuring that momentum is sustained and that the momentum in delivery is visible to key stakeholders including Defra, devolved administrations and other relevant organisations using members' professional networks. 	<ul style="list-style-type: none"> All members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
<p><u>Working objective 5</u></p> <p><i>External relations</i></p>	<ul style="list-style-type: none"> Raise the profile of the organisation, communicating the purpose, mission and impact of JNCC’s work to key people, proactively communicating the JNCC story and JNCC’s role to a wider audience. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Use opportunities to publicise JNCC’s work or talk about JNCC with wider audiences to assist with implementation of the new strategy. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Facilitate collaboration between JNCC, CNCBs and other key partners. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Take an active and planned approach to relations with JNCC’s government sponsors, opening up regular communication channels for the Executive to explore to strengthen relationships, taking into account the opportunities to form new partnerships that could benefit JNCC. 	<ul style="list-style-type: none"> All members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
<p><u>Working objective 6</u></p> <p><i>Providing scientific direction and quality assurance</i></p>	<ul style="list-style-type: none"> Develop the scientific direction of the organisation by scrutinising and agreeing proposals provided by the executive on scientific matters. 	<ul style="list-style-type: none"> All members, with independent members leading on particular aspects. 	
	<ul style="list-style-type: none"> Evaluate whether JNCC is delivering advice, research and evidence that is required by the devolved administrations. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Develop the scientific overview through the Committee thematic sub-groups. 	<ul style="list-style-type: none"> Sub-group members 	
<p><u>Working objective 7</u></p> <p><i>Financial Resilience</i></p>	<ul style="list-style-type: none"> Alert JNCC to potential new business opportunities to ensure financial resilience in the longer term. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Ensure orchestration and consistency of messaging regarding JNCC's funding requirements and service capability. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Use networks to help establish business relationships to realise opportunities to generate income. 	<ul style="list-style-type: none"> All members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
	<ul style="list-style-type: none"> Work with ELT to develop and implement a fiscal strategy to ensure medium and long-term financial resilience. 	<ul style="list-style-type: none"> Committee collectively 	
<p><u>Working Objective 8</u></p> <p><i>Advice and CEO direction</i></p>	<ul style="list-style-type: none"> Serve as an effective sounding board for the CEO by providing advice and challenge on strategic and operational issues. 	<ul style="list-style-type: none"> Committee collectively/Chair/ Deputy Chair 	
	<ul style="list-style-type: none"> Scrutinise and agree proposals provided by the Executive on scientific matters. 	<ul style="list-style-type: none"> Committee collectively or as delegated to sub-groups or individuals 	
	<ul style="list-style-type: none"> Attend staff engagement sessions associated with Joint Committee meetings, JNCC events and the JNCC online staff conference. 	<ul style="list-style-type: none"> All members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
	<ul style="list-style-type: none"> Ensure good mutual understanding of the respective (and complementary) roles and responsibilities of the non-executive and staff through engagement opportunities. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Evaluate the productivity of the relationship between the Executive and the Committee. 	<ul style="list-style-type: none"> Committee and ELT collectively 	
<p><u>Working Objective 9</u></p> <p><i>Governance</i></p>	<ul style="list-style-type: none"> Ensure any procedural and compliance issues are appropriately discharged. 	<ul style="list-style-type: none"> Chair 	
	<ul style="list-style-type: none"> Successful recruitment of two independent Committee members. 	<ul style="list-style-type: none"> Chair/Chief Executive/Governance Manager 	
	<ul style="list-style-type: none"> Ensure comprehensive four country membership of the Committee, to ensure a balance of CNCB and independent members is maintained. 	<ul style="list-style-type: none"> Chair/CNCB members 	

Performance objective areas	Tasks	Responsibility	Mid-year review and updates
<p><u>Working objective 10</u></p> <p><i>Committee cohesion</i></p>	<ul style="list-style-type: none"> • Work in a cohesive and supportive manner with Committee colleagues ensuring good working relationships and a culture of trust is maintained. 	<ul style="list-style-type: none"> • Committee collectively 	
	<ul style="list-style-type: none"> • Work with the Executive to offer CPD opportunities for staff in members respective areas of knowledge and expertise. 	<ul style="list-style-type: none"> • All members 	
<p><u>Working objective 11</u></p> <p><i>Sustainability</i></p>	<ul style="list-style-type: none"> • Oversee environmental sustainability metrics having regard to the UK's commitment of achieving net zero emissions by 2050. • Ensure sustainability thinking and measures are incorporated into purpose, governance, strategy, decision-making, risk management, and accountability. • Support the work to achieve ISO 14001:2015 certification through ensuring commitment to continual improvement of JNCC's environmental management. 	<ul style="list-style-type: none"> • Committee collectively • Committee/ELT • Committee/ELT 	