



The one hundred and thirty-second meeting of the Joint Nature Conservation Committee to be held at 11.00 on Wednesday 14th September 2022 and 09.30 on Thursday 15th September 2022 at JNCC, Monkstone House, City Road, Peterborough, PE1 1JY

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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“Turning science into action for nature, people and the planet.”

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Joint Nature Conservation Committee

Half 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 2022/23 (Annex 1) at the half year point; and
- ii. **agree** any additional input required to achieve the objectives by the end of March 2023.

2. Key issues

- 2.1 A new set of working objectives for 2022/23 were agreed by the Joint Committee at the intersessional meeting on 26th April.
- 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 significant 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 take corrective action if necessary.

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Joint Nature Conservation Committee

Half year review of Joint Committee working objectives

Paper by Tracey Quince

1. Introduction

- 1.1 To enhance the effectiveness of the Joint Committee, it was agreed some time ago that annual working objectives specifically for the Committee would be developed (as distinct from those shared with the company), to allow a realistic assessment of performance.

2. Committee working objectives

- 2.1 The working objectives for 2022/23 are contained in Annex 1. The objectives are split into ten areas with tasks defined and responsibility for delivery of the tasks specified. In drafting working objectives, the approach taken was 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. These will be captured in the meeting alongside any additional actions to ensure the objectives are met by the end of March 2023. The updated table will be circulated to members following the meeting.

Annex 1

Joint Committee working objectives for 2022/23

Performance objective areas	Tasks	Responsibility	Half year review
<p><u>Working objective 1</u></p> <p><i>Monitor, advise and support the organisation during and after the Covid-19 pandemic</i></p>	<ul style="list-style-type: none"> Oversee and advise on the implementation and evolution of plans for JNCC staff and priorities during periods of lockdown and other restrictions. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Oversee the implementation of a blended working model, gaining assurance on delivery of strategic priorities. 	<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 	
	<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"> Committee collectively 	
	<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 	

Performance objective areas	Tasks	Responsibility	Half year review
	<ul style="list-style-type: none"> Oversee the arrangements for the Peterborough office move to Fletton Quays, providing advice and support to the Executive on key decisions. 	<ul style="list-style-type: none"> Committee collectively 	
<p><u>Working objective 2</u></p> <p><i>Strategic planning and delivery</i></p>	<ul style="list-style-type: none"> Oversee the implementation of the JNCC strategy and input to the development of a business plan for 2022/23. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Communicate and raise the profile of the 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"> 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"> Advise on strategic resource requirements. 	<ul style="list-style-type: none"> Committee collectively 	
	<ul style="list-style-type: none"> Planned input to ensure effective collaboration throughout the strategy refresh. 	<ul style="list-style-type: none"> All members 	

Performance objective areas	Tasks	Responsibility	Half year review
<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, including Covid-19 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 	
<p><u>Working objective 4</u></p> <p><i>Delivery management</i></p>	<ul style="list-style-type: none"> Review corporate performance quarterly and help to identify and address any problems. 	<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 	

Performance objective areas	Tasks	Responsibility	Half year review
<p><u>Working objective 5</u></p> <p><i>External relations</i></p>	<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 strategy. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Proactively communicate 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"> Facilitate collaboration between JNCC, CNCBs and 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 to strengthen relationships, taking into account the opportunities to form new partnerships that could benefit JNCC. 	<ul style="list-style-type: none"> All members 	
<p><u>Working objective 6</u></p> <p><i>Providing scientific direction and quality assurance</i></p>	<ul style="list-style-type: none"> Developing the scientific direction of the organisation and 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. 	

Performance objective areas	Tasks	Responsibility	Half year review
	<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 	
<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. 	<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 business networks to help establish business relationships to realise opportunities. 	<ul style="list-style-type: none"> All members 	
	<ul style="list-style-type: none"> Work with ELT to develop and implement a strategic approach to financial resilience in relation to UK and international opportunities 	<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 	<ul style="list-style-type: none"> Committee collectively or as 	

Performance objective areas	Tasks	Responsibility	Half year review
	<p>Executive on scientific matters.</p> <ul style="list-style-type: none"> • Attend staff engagement sessions associated with Joint Committee meetings, including the JNCC staff conference in September. 	<p>delegated to sub-groups or individuals</p> <ul style="list-style-type: none"> • All members 	
<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. • Successful induction of two independent Committee members and three CNCB members. 	<ul style="list-style-type: none"> • Chair • All members/Chief Executive/ • Governance Manager 	
	<ul style="list-style-type: none"> • Input to the newly formed Committee sub-groups to develop the revised JNCC strategy and deep dives into key work areas. 	<ul style="list-style-type: none"> • All members 	
	<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 and members 	

Performance objective areas	Tasks	Responsibility	Half year review
<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 	
	<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 	