



The one hundred and eighteenth meeting of the  
Joint Nature Conservation Committee to be held  
at 08.45 on 14 March 2019 at Natural Resources Wales, Maes y  
Ffynnon, Penrhosgarnedd, Bangor, Gwynedd, LL57 2DW

This paper was provided to the Joint Committee for decision/discussion  
or information. Please refer to the minutes of the meeting for  
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**JNCC 19 14**  
**March 2019**

## **Joint Nature Conservation Committee**

### **Joint Committee assessment of effectiveness 2019**

#### **Paper by Tracey Quince**

#### **1. Introduction**

- 1.1 Boards continually need to monitor and improve their performance. This can be achieved through evaluation, which provides a valuable feedback mechanism for improving effectiveness, maximising strengths and highlighting areas for further development. Self-assessments afford an opportunity to review a board's effectiveness as a whole and agree actions to address particular issues which will help the board evolve.
- 1.2 In January 2019, an on-line questionnaire was issued to Joint Committee members and executive directors to assess the performance and effectiveness of the Joint Committee.
- 1.3 The outcomes and actions arising from this evaluation process will be included in the Governance Statement for 2018/19.

#### **2. Findings from the assessment**




- 2.1 The survey assessed effectiveness in the following ten areas:
  - i. purpose and outcomes;
  - ii. making high quality decisions;
  - iii. the functions of the Joint Committee;
  - iv. roles and responsibilities of the Joint Committee and senior managers;
  - v. promoting and demonstrating organisational values;
  - vi. conduct of business by the Joint Committee;
  - vii. effective risk management systems;
  - viii. skills, knowledge and experience;
  - ix. governance responsibilities and evaluating performance; and
  - x. engaging stakeholders and making accountability real.
- 2.2 Each of the 39 questions included in the questionnaire were scored using the ratings: disagree strongly; tend to disagree; tend to agree; agree strongly; and new member - too early to comment.
- 2.3 Fifteen out of a possible 19 responses to the questionnaire were received. The results of the survey are contained in [Annex 1](#). The questions from the survey and a synthesis of comments made in relation to each section are contained in [Annex 2](#).
- 2.4 An overall satisfaction rating was derived for each question by assessing the responses as a percentage of the maximum possible score ('too early to comment' responses were ignored).

- 2.5 The main areas of strength revealed by the 2019 survey include:
- i. the Chair leads meetings well with a clear focus on the key issues facing the organisation;
  - ii. the Committee has a strong relationship with ARAC and has an appropriate focus on risk management (for example, regularly reviewing significant risks);
  - iii. decisions made by Committee are informed by full and open discussion, are transparent and enhance the organisation's purpose;
  - iv. the Committee regularly reviews its performance.
- 2.5 The survey revealed some areas where action could be taken to increase effectiveness. These include:
- i. taking a more active and planned approach to relations with JNCC's government sponsors, opening up regular communication channels to strengthen relationships. The approach should be strategic and take into account the opportunities to form new partnerships that could benefit JNCC;
  - ii. strengthening the approach to monitoring performance and resources by looking more widely at what needs to be achieved, taking time to consider the implications of shifting resources on performance delivery and challenging whether value for money is taken into account;
  - iii. devoting adequate time to meetings, perhaps by restructuring the two-day Committee events and meetings to give more time for discussion with an emphasis on themes in the strategy and how implementation of the strategy is progressing.




### 3. Next steps

- 3.1 The Committee is asked to consider the action required to address the issues highlighted in paragraph 2.5 above. An action plan will then be presented to members in June alongside draft work objectives for 2019/20. For the benefit of new members, the work objectives for 2018/19 which were agreed by the Committee in June 2018 can be found in [Annex 3](#). These are updated annually in June.

### Annex 1. Results from Joint Committee effectiveness review, January 2019

Q25. The Chair leads meetings well with a clear focus on the key issues facing the organisation				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		13.33%	2
4	Agree strongly		80.00%	12
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 96.4			answered	15
			skipped	0

<sup>1</sup> The satisfaction rate is calculated for each question by assessing the responses as a percentage of the maximum possible score ('too early to comment' responses were ignored).

Q30. The Committee receives regular insightful reports from ARAC on the organisation's risk management and internal control systems				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		13.33%	2
4	Agree strongly		80.00%	12
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 96.4			answered	15
			skipped	0




<sup>1</sup> The answer for each question is grades as follows:




- Disagree strongly 1
- Tend to disagree 2
- Tend to agree 3
- Agree strongly 4





The maximum possible score for each question is calculated, e.g. if there are 15 respondents, the total score for that question is 60 (15x4).




The actual score is then calculated, e.g. 1x2, 2x3, 12x4 = 56




The actual score is then converted into a percentage of the total possible score: (56/60)x100 giving a percentage of 93.33%




<b>Q28. The significant risk register is regularly reviewed by the Joint Committee and updated</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		0.00%	0
4	Agree strongly		80.00%	12
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 96.2			answered	15
			skipped	0





<b>Q26. Members are afforded the opportunity to have a full and open discussion before major decisions are taken</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		20.00%	3
4	Agree strongly		73.33%	11
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 94.6			answered	15
			skipped	0




<b>Q27. The Committee has a sound process for identifying and regularly reviewing its principal risks, determining its risk appetite and making the necessary amendments in the light of changes in the internal and external environment</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		6.67%	1
4	Agree strongly		80.00%	12
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 94.6			answered	15
			skipped	0




Q23. The Joint Committee is rigorous and transparent about how decisions are taken				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		20.00%	3
4	Agree strongly		66.67%	10
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 94.2			answered	15
			skipped	0




Q2. Decisions made by the Joint Committee enhance the organisation's purpose				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		20.00%	3
4	Agree strongly		60.00%	9
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 93.8			answered	15
			skipped	0





Q36. The Joint Committee regularly reviews its performance				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		20.00%	3
4	Agree strongly		53.33%	8
5	New member - too early to comment		26.67%	4
Satisfaction Rate: 93.2			answered	15
			skipped	0




<b>Q10. The Joint Committee sets strategic direction and objectives alongside senior management</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		13.33%	2
4	Agree strongly		73.33%	11
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 92.9			answered	15
			skipped	0

<b>Q24. The Joint Committee receives and uses good quality information and advice</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		26.67%	4
4	Agree strongly		66.67%	10
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 92.9			answered	15
			skipped	0




<b>Q15. Members and senior managers support collective responsibility</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		26.67%	4
4	Agree strongly		60.00%	9
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 92.3			answered	15
			skipped	0




<b>Q3. Decisions made by the Joint Committee enhance the organisation's intended outcomes</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		26.67%	4
4	Agree strongly		53.33%	8
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 91.7			answered	15
			skipped	0




<b>Q16. The Chair and Chief Executive provide clearly articulated and complementary leadership of JNCC</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		20.00%	3
4	Agree strongly		66.67%	10
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 91.1			answered	15
			skipped	0




<b>Q35. Independent Committee members are appraised through regular performance reviews</b>				
			<b>Response Percent</b>	<b>Response Total</b>
1	Disagree strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		20.00%	3
4	Agree strongly		33.33%	5
5	New member - too early to comment		46.67%	7
Satisfaction Rate: 90.6			answered	15
			skipped	0











Q34. Members receive an induction, tailored to their role as a Joint Committee member				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		33.33%	5
4	Agree strongly		53.33%	8
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 90.4			answered	15
			skipped	0





Q33. A Joint Committee member's role is fulfilling and coherent; it is feasible to do within the time and with the support available				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		33.33%	5
4	Agree strongly		46.67%	7
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 89.6			answered	15
			skipped	





Q13. Roles and responsibilities of senior managers are clearly defined				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		40.00%	6
4	Agree strongly		53.33%	8
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 89.3			answered	15
			skipped	0





Q14. Members and senior managers respect constructive challenge				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		40.00%	6
4	Agree strongly		53.33%	8
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 89.3			answered	15
			skipped	

Q19. Meetings are always productive and effective and use time wisely				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		26.67%	4
4	Agree strongly		60.00%	9
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 89.3			answered	15
			skipped	

Q1. JNCC has a clear purpose statement that forms the basis of its planning				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		53.33%	8
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 87.5			answered	15
			skipped	0

Q6. The Joint Committee has the information to review delivery quality effectively				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		46.67%	7
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 86.5			answered	15
			skipped	0





Q17. Members put organisational values into practice				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		46.67%	7
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 86.5			answered	15
			skipped	0





Q18. Senior managers put organisational values into practice				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		46.67%	7
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 86.5			answered	15
			skipped	0


Q29. The Committee has a clear understanding of the organisation's risk appetite				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		46.67%	7
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 86.5			answered	15
			skipped	0

Q12. Roles and responsibilities of Joint Committee members are clearly defined				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		53.33%	8
4	Agree strongly		40.00%	6
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 85.7			answered	15
			skipped	0

Q5. The Joint Committee has agreed how the performance of the organisation will be measured				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		33.33%	5
4	Agree strongly		40.00%	6
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 85.4			answered	15
			skipped	0

Q20. There is an appropriate level of delegated authority to senior managers				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		40.00%	6
4	Agree strongly		40.00%	6
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 84.6			answered	15
			skipped	0

Q22. Members concern themselves with an appropriate level of detail				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		40.00%	6
4	Agree strongly		40.00%	6
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 84.6			answered	15
			skipped	0

Q31. The skills that members need to fulfil their responsibilities are understood				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		40.00%	6
4	Agree strongly		40.00%	6
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 84.6			answered	15
			skipped	0

Q7. Relevant stakeholders' views inform improvements to delivery quality				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		40.00%	6
4	Agree strongly		33.33%	5
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 83.3			answered	15
			skipped	0

Q8. Delivery quality information informs Joint Committee decisions				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		40.00%	6
4	Agree strongly		33.33%	5
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 83.3			answered	15
			skipped	0

Q37. Accountability responsibilities and relationships are known and understood				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		53.33%	8
4	Agree strongly		33.33%	5
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 82.1			answered	15
			skipped	0

Q11. The Joint Committee monitors performance and resource allocations				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		20.00%	3
3	Tend to agree		26.67%	4
4	Agree strongly		46.67%	7
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 82.1			answered	15
			skipped	0

Q32. Skills and knowledge of members are developed to ensure that their roles are carried out effectively				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		6.67%	1
3	Tend to agree		46.67%	7
4	Agree strongly		26.67%	4
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 81.3			answered	15
			skipped	0

Q21. Information provided to the Joint Committee provides robust analysis, pertinent information and does not include too much detail				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		0.00%	0
3	Tend to agree		73.33%	11
4	Agree strongly		20.00%	3
5	New member - too early to comment		6.67%	1
Satisfaction Rate: 80.4			answered	15
			skipped	0






Q9. Value for money information informs Joint Committee decision making				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		13.33%	2
3	Tend to agree		46.67%	7
4	Agree strongly		20.00%	3
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 77.1			answered	15
			skipped	0

Q4. The committee devotes adequate time to reviewing the implementation of the strategy				
			Response Percent	Response Total
1	Disagree Strongly		0.00%	0
2	Tend to disagree		13.33%	2
3	Tend to agree		46.67%	7
4	Agree strongly		20.00%	3
5	New member - too early to comment		20.00%	3
Satisfaction Rate: 77.1			answered	15
			skipped	0

Q38. The Committee takes an active and planned approach to dialogue with and accountability to stakeholders				
			Response Percent	Response Total
1	Disagree strongly		0.00%	0
2	Tend to disagree		13.33%	2
3	Tend to agree		53.33%	8
4	Agree strongly		20.00%	3
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 76.9			answered	15
			skipped	0



**Q39. The Joint Committee takes an active and planned approach to relations with sponsors with regular and open communication**

			Response Percent	Response Total
1	Disagree strongly		6.67%	1
2	Tend to disagree		26.67%	4
3	Tend to agree		13.33%	2
4	Agree strongly		40.00%	6
5	New member - too early to comment		13.33%	2
Satisfaction Rate: 75.0			answered	15
			skipped	0

## **Annex 2. Survey questions and respondents' comments**

### ***Section 1: Purpose and outcomes***

Q1 JNCC has a clear purpose statement that forms the basis of its planning.

Q2 Decisions made by the Joint Committee enhance the organisation's purpose.

Q3 Decisions made by the Joint Committee enhance the organisation's intended outcomes.

Q4 The Committee devotes adequate time to reviewing the implementation of the strategy.

#### **Respondents' comments on section 1**

- There is never enough time! - I suspect this will be a recurring issue in this questionnaire.
- Committee doesn't always take a strategic approach to its business, but this is improving.
- Review time could perhaps be a little longer.
- Could have more discussion on themes in the strategy to see how the implementation is progressing over time.

### ***Section 2: Making high quality decisions***

Q5 The Joint Committee has agreed how the performance of the organisation will be measured.

Q6 The Joint Committee has the information to review delivery quality effectively.

Q7 Relevant stakeholders' views inform improvements to delivery quality.

Q8 Delivery quality information informs Joint Committee decisions.

Q9 Value for money information informs Joint Committee decision making.

#### **Respondents' comments on section 2**

- I am not sure whether we have sufficient detail to assess quality, but it is a fine line between too much information and just enough.
- Committee probably doesn't receive sufficient information on stakeholder views to inform decisions in some areas. Information on value for money could also be improved.
- I feel it is difficult to easily assess value for money - simply because of the nature of the work and the lack of estimates of the benefits of JNCC interventions. This is common in the environmental field.
- The new way of presenting information given to Joint Committee has assisted with this process in terms of products going out from JNCC support company which is probably the primary concern but of course there's the link into the outcome at the devolved level to consider too.

### **Section 3: The functions of the Joint Committee**

Q10 The Joint Committee sets strategic direction and objectives alongside senior management.

Q11 The Joint Committee monitors performance and resource allocations.

#### **Respondents' comments on section 3**

- Q11: The Joint Committee monitors performance but not resource allocations other than in annual business case.
- I think there is a strong desire and effort to do this. I am not certain that strategic direction is yet completely clear. There is a tendency to default too quickly to 'what we do to do' and less on overall what are we trying to achieve (which would help determine what we are going to do).
- I believe we monitor performance, albeit at quite a high overview level. I am less clear about how effectively we monitor resource allocation.
- Committee has not got on top of stretch to staff because its involvement in resources has not been sufficiently inquisitive of implications. I am not saying it should look in more detail, just enquire more about impact.
- Again, the challenge of assessing value for money is relevant to the monitoring task.
- In relation to Q11 it would seem to be at a level that is important and detail of resource allocation etc would surely be senior management.
- The JNCC helpfully uses ARAC to undertake tracking on performance and risk.

### **Section 4: Roles and responsibilities of the Joint Committee and senior managers**

Q12 Roles and responsibilities of Joint Committee members are clearly defined.

Q13 Roles and responsibilities of senior managers are clearly defined.

Q14 Members and senior managers respect constructive challenge.

Q15 Members and senior managers support collective responsibility.

Q16 The Chair and Chief Executive provide clearly articulated and complementary leadership of JNCC.

#### **Respondents' comments on section 4**

- I've seen constructive challenge improve in the last year, but something still to work on.
- Relationships between Committee members and senior members are generally positive.
- Chair and CEO appear to work very well together.

- As in many organisations there is always room for clearer definition of roles and for more cohesion across senior management.

### ***Section 5: Promoting and demonstrating organisational values***

Q17 Members put organisational values into practice.

Q18 Senior managers put organisational values into practice.

#### **Respondents' comments on section 5**

- Difficult to answer without an accompanying definition of organisational values.
- No problems here.
- I agree with the above points but as in other organisations there is always room for better communication, transparency and focus.

### ***Section 6: Conduct of business by the Joint Committee***

Q19 Meetings are always productive and effective and use time wisely.

Q20 There is an appropriate level of delegated authority to senior managers.

Q21 Information provided to the Joint Committee provides robust analysis and pertinent information and does not include too much detail.

Q22 Members concern themselves with an appropriate level of detail.

Q23 The Joint Committee is rigorous and transparent about how decisions are taken.

Q24 The Joint Committee receives and uses good quality information and advice.

Q25 The Chair leads meetings well with a clear focus on the key issues facing the organisation.

Q26 Members are afforded the opportunity to have a full and open discussion before major decisions are taken.

#### **Respondents' comments on section 6**

- It would always be good to have more time for discussion, but time limitations do keep discussion focussed. Sometimes it would be useful to have more underlying detail in reports and papers, perhaps as annexes which are supportive documents that are readily available (versus documents specifically prepared for the Board).
- Committee papers are generally good quality, Meetings are chaired well with opportunities for all members and attendees to contribute. Meetings could perhaps spend less time on some of the more routine reports which are provided largely for information.
- The informational and procedural aspects of JNCC are excellent.

- Looking ahead it will be important to make sure that relevant information comes to JNCC meetings and that too much detail is avoided. There is always a tendency for Committees to like detail and to go off on tangents, but this is well controlled by the Chairman.

### **Section 7: Effective risk management systems**

Q27 The Committee has a sound process for identifying and regularly reviewing its principal risks, determining its risk appetite and making the necessary amendments in the light of changes in the internal and external environment.

Q28 The significant risks register is regularly reviewed by the Joint Committee and updated.

Q29 The Committee has a clear understanding of the organisation's risk appetite.

Q30 The Committee receives regular insightful reports from ARAC on the organisation's risk management and internal control systems.

#### **Respondents' comments on section 7**

- Reporting from ARAC to JNCC seems regular, thorough and appropriate. ARAC's business itself could be developed, I think, to become 'richer' in its analysis of the organisation (e.g. the value that systems and processes are adding or not adding) and this in turn would provide even more useful information to JNCC.
- Committee's ownership of risk management has improved considerably in recent years and there is a good flow of information between the Committee and ARAC. One area to focus on in the future would be defining risk appetite.
- Risk appetite is difficult to assess in a context where the risks are so large and so variable. Any organisation faced with such massive external pressures has to face real risks constantly.
- The work on risk appetite is a developing area and one that will hopefully lead to a clearer steer in time from the main JNCC on some of the more problematic work areas - a good initiative. ARAC do a very good job.

### **Section 8: Skills, knowledge and experience**

Q31 The skills that members need to fulfil their responsibilities are understood.

Q32 Skills and knowledge are developed to ensure that their roles are carried out effectively.

Q33 A Joint Committee member's role is fulfilling and coherent; it is feasible to do within the time and with the support available.

#### **Respondents' comments on section 8**

- I am not sure that sub-committee work feels coherent with the main Committee work - perhaps it is too early for me to say.
- The organisational side of the Committee remains superb.

- An enjoyable, challenging and interesting role.

### **Section 9: Governance responsibilities and evaluating performance**

Q34 Members receive an induction, tailored to their role as a Joint Committee member.

Q35 Independent Committee members are appraised through regular performance reviews.

Q36 The Joint Committee regularly reviews its performance.

#### **Respondents' comments on section 9**

- This is the first performance review since joining the Committee so it probably too early to comment. The induction was very helpful, but maybe could have been tailored further, either drawn out over a longer period with sessions timed to coincide with Committee meetings to reduce and use travel more effectively, or a more intense single induction session over several consecutive days rather than separate induction events.
- No problems here.
- Note that Members representing country bodies are aware that the independent members go through performance reviews which forms the basis of the answer to question 35.
- Compared to other organisations this aspect is covered well by JNCC.

### **Section 10: Engaging stakeholders and making accountability real**

Q37 Accountability responsibilities and relationships are known and understood.

Q38 The Committee takes an active and planned approach to dialogue with and accountability to stakeholders.

Q39 The Joint Committee takes an active and planned approach to relations with sponsors with regular and open communication.

#### **Respondents' comments on section 10.**

- I think there is considerable activity (i.e. active) I am not sure how much is strategically planned.
- Engagement events have helped the Committee engage more effectively with stakeholders. Relationships with sponsor governments could be strengthened.
- The challenges facing NI are particularly difficult at present - but these are externally imposed.
- Q38 very important in a time of diminishing resources.
- This is perhaps an area where further progress could be made - especially with stakeholders. There are opportunities here to form new partnerships on data collection, for example, that could really benefit JNCC.

### Annex 3

#### Joint Committee Working Objectives 2018/19

Performance objective areas	Tasks	Responsibility
<p><b><u>Working objective 1</u></b></p> <p><i>Change implementation and horizon scanning</i></p>	<ul style="list-style-type: none"> <li>• Oversee the implementation of the JNCC strategy and input to the development of a one-year business plan.</li> <li>• Communicate the strategy to Defra, devolved administrations and other relevant organisations using members’ professional networks.</li> <li>• Input to and agree a forward programme of business for Committee, considering strategic priorities and sponsor requirements.</li> <li>• Focus attention on horizon scanning and external relations.</li> </ul>	<ul style="list-style-type: none"> <li>• Committee collectively</li> <li>• ELT and all members</li> <li>• Committee collectively</li> <li>• Committee collectively</li> </ul>
<p><b><u>Working objective 2</u></b></p> <p><i>Risk management</i></p>	<ul style="list-style-type: none"> <li>• Share intelligence to identify risks and opportunities, including emerging agendas of government administrations and other key stakeholders, using members’ professional networks.</li> </ul>	<ul style="list-style-type: none"> <li>• All members</li> </ul>
<p><b><u>Working objective 3</u></b></p> <p><i>Delivery management</i></p>	<ul style="list-style-type: none"> <li>• Review corporate performance quarterly and help to identify and address any problems</li> </ul>	<ul style="list-style-type: none"> <li>• Committee collectively</li> </ul>
<p><b><u>Working objective 4</u></b></p> <p><i>External relations</i></p>	<ul style="list-style-type: none"> <li>• Use opportunities outside of JNCC to promote the organisation, its value and activities.</li> <li>• Facilitate collaboration between JNCC, CNCBs and other partners.</li> </ul>	<ul style="list-style-type: none"> <li>• All members</li> <li>• CNCB members</li> <li>• All members</li> </ul>

Performance objective areas	Tasks	Responsibility
	<ul style="list-style-type: none"> <li>Be proactive in communicating JNCC’s work to Ministers and sponsor administrations, emphasising the value offered.</li> </ul>	
<p><b><u>Working objective 5</u></b> <i>Income diversification</i></p>	<ul style="list-style-type: none"> <li>Alert JNCC to potential new business opportunities.</li> <li>Review implementation of the income generation strategy, agree future direction and help support implementation, sharing experience of good practice elsewhere.</li> <li>Use business networks to help establish business relationships to realise opportunities.</li> <li>Work with the commercial strategy champion developing JNCC’s commercial strategy to address points raised at the income workshop in June 2017.</li> <li>Explore opportunities to re-package JNCC work to make it more commercially valuable.</li> </ul>	<ul style="list-style-type: none"> <li>All members</li> <li>All members</li> <li>Specific members of the Joint Committee who can provide a lead.</li> <li>All members</li> <li>Commercial strategy champion</li> </ul>
<p><b><u>Working Objective 6</u></b> <i>Advice and CEO direction</i></p>	<ul style="list-style-type: none"> <li>Serve as an effective sounding board for the CEO by providing advice and challenge on strategic and operational issues.</li> <li>Scrutinise and agree proposals provided by the executive on scientific matters.</li> <li>Attend staff engagement sessions associated with Joint Committee meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Committee collectively/Chair</li> <li>Committee collectively or as delegated to sub-groups or individuals</li> <li>All members</li> </ul>
<p><b><u>Working Objective 7</u></b> <i>Governance</i></p>	<ul style="list-style-type: none"> <li>Ensure any procedural and compliance issues are properly dealt with.</li> <li>Successful induction of new Committee members.</li> </ul>	<ul style="list-style-type: none"> <li>Chair</li> <li>All members/Governance Manager</li> </ul>
<p><b><u>Working objective 8</u></b> <i>Committee cohesion</i></p>	<ul style="list-style-type: none"> <li>Work in a cohesive and supportive manner with Committee colleagues ensuring good working relationships and a culture of trust are maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Committee collectively</li> </ul>